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AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Thursday, June 13, 2019
1:30 PM - 4:30 PM

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 / Roll Call
   - Sheila Kuehl, Commission Chair
2. **ACTION**
   Consent

A.	Approve Board of Commissioners Meeting Summary Action Minutes and Transcript - Thursday, May 9, 2019	4
B.	Approve the Monthly Financial Statements Month Ending April 30, 2019	94
C.	Contract: Approve Two New Agreements, 66 Renewals, and Three Amendments and Authorize Staff to Complete Final Contract Execution Upon Approval from the Board	100
D.	Approve Strategic Partnership with California Community Foundation Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment Baby Futures Fund in the amount of $200,000 to ensure a complete and accurate count of children birth to age 5 in the 2020 Census for the period of 12 months and Authorize First 5 LA Staff to execute an agreement	137
E.	Approve Amendment to the Strategic Partnership with California Community Foundation, Fiscal Sponsor for the Bold Vision Equity 2028	

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Judy Abdo, *Vice Chair*
Jane Boeckmann
Bobby Cagle
Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Yvette Martinez
Romalis J. Taylor
Keesha Woods
Marlene Zepeda, Ph.D.

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Wendy Smith, Ph.D., LCSW
Deanne Tilton

EXECUTIVE DIRECTOR
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EXECUTIVE VICE PRESIDENT
John A. Wagner

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Fund in the Amount of $150,000, for a Total Project Cost of $201,282 for an Additional 12 months and Authorize First 5 LA Staff to Execute an Amendment

F. Approve Amendment to the Strategic Partnership with Southern California Grantmakers, Fiscal Sponsor for the Center for Strategic Partnerships, in the Amount of $75,000, for a Total Project Cost of $125,000, to Provide Operational Support for the Center for an additional Three Years and Authorize First 5 LA Staff to Execute an Amendment 145

G. Approve Amendment to the Strategic Partnership with Child360 in the Amount of $3,800,000, for a Total Project Cost of $54,300,000 to Continue to Serve Quality Start LA (QSLA) Participants through June 30, 2020 and Authorize First 5 Staff to Execute an Agreement 148

H. Approve Strategic Partnership with the Child Care Alliance of Los Angeles for Improving Child Care Quality for an Amount of $86,286 to Utilize Funding from the Quality Counts California Regional Certification and Coordination Grant for the Purpose of Regional Certification of Assessors and Trainers, Regional Coordination, Regional Communities of Practice, and/or Regional Training through June 30, 2020 and Authorize First 5 LA Staff to Execute the Agreement 151

I. Approve Amendment to the Strategic Partnership with Los Angeles Unified School District in the Amount of $3,704,998, for a Total Project Cost of $6,514,998 to Expand Implementation of the Kindergarten Readiness Assessment and Develop Action Plans to Address Data Results through June 30, 2020 and Authorize First 5 LA Staff to Execute an Agreement 154

J. Approve Amendment of the Strategic Partnership with Dignity Community Care in the Amount of $265,002, for a Total Project Cost of $604,290, to Coordinate the Provision of Training and Materials to Support the Department of Health Services' MAMA's Neighborhood Program Expansion for an Additional Year and Authorize First 5 LA Staff to Execute an Agreement 158

- **Carl Gayden, Senior Director of Administration**

3. **INFORMATION**

Remarks by the Commission Chair of the Board

- Sheila Kuehl, Commission Chair

4. **INFORMATION** **161**

Executive Director's Report

- **Kim Belshe, Executive Director**

5. **ACTION** **277**

Approve Resolution 2019-03 for the Final Proposed FY 2019-20 Budget

- Raoul Ortega, Director of Finance

- Daisy Lopez, Financial Planning & Analysis Manager

6. **INFORMATION** **634**

Public Hearing

Receive and File First 5 CA's Annual Report

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- Armando Jimenez, Director, Measurement, Learning & Evaluation

7. **INFORMATION** **695**
   Home Visiting System Building and Policy Change Implementation
   - Barbara DuBransky, Director, Family Supports
   - Charna Martin, Senior Policy Strategist, Public Policy & Government Affairs
   - Chris Esguerra, Senior Medical Director, Blue Shield California Promise Health Plan
8. Break
9. **INFORMATION** **729**
   Proposed Changes to First 5 LA Bylaws
   - Craig Steele, First 5 LA Legal Counsel
10. **INFORMATION** **732**
    1) Public Hearing: Annual Review of the First 5 LA Strategic Plan
    2) Preliminary Findings from County Partner Interviews and Community Engagement Sessions to inform Strategic Plan Refinement Process
    - Christina Altmayer, Vice President, Programs
    - Steven LaFrance, Founder and CEO, Learning for Action
11. **INFORMATION**
    Public Comment (for items not on the agenda)
12. **ACTION**
    Adjournment

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MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, May 9, 2019

750 North Alameda Street, First Floor

Los Angeles, California 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

Thursday, May 9, 2019; Los Angeles, California

1:34 p.m.

-oOo-

COMMISSIONER ABDO: Okay. I'm calling us to order. Are we really ready? Let's have roll call.

SECRETARY: Judy Abdo.

COMMISSIONER ABDO: Here.

SECRETARY: Yvette Martinez.

COMMISSIONER MARTINEZ: Here.

SECRETARY: Romalis Taylor.

COMMISSIONER TAYLOR: Here.

SECRETARY: Christopher Thompson.

COMMISSIONER THOMPSON: Here.

SECRETARY: Michelle Vega.

COMMISSIONER VEGA: Here.

SECRETARY: Astrid Heger.

COMMISSIONER HEGER: Here.

SECRETARY: Marlene Zepeda.

COMMISSIONER ZEPEDA: Here.

SECRETARY: Keesha Woods.

Linda Aragon.

COMMISSIONER ARAGON: Here.

SECRETARY: Carla Pleitez Howell.

COMMISSIONER PLEITEZ HOWELL: Here.

SECRETARY: Deanne Tilton.

COMMISSIONER TILTON: Here.

SECRETARY: Wendy Garen.

Sheila Kuehl.

Quorum is present.

COMMISSIONER ABDO: Thank you, very much. Well, we'll move right along to the consent calendar.

MR. WAGNER: Good afternoon, Commissioners. Thank you, Madam Chair.

There are several contract related items I'd like to draw your attention to in this month's consent calendar. First are two new agreements. We brought these forward for your consideration to establish a strategic partnership -- as you know, that's a sole source procurement -- at the April board meeting on consent, and you approved that action. So what we're bringing back now are the actual contracts to reflect that direction.

The first is with the Advancement Project for a contract of $250,000 through the end of June 2020. This would fund a retrospeculative analysis across our 14 Best Start communities, looking at where we and the communities are today to inform our collective policy and systems change work. Funds are included in this year's budget and they are being recommended since this crosses into the next fiscal year in the 19-20 budget currently being reviewed by the board.

The second new agreement is with Community Partners, which is the fiscal agent for the Los Angeles Food Policy Council. As highlighted during the panel presentation you may recall when we featured a panel on county partnerships in front of the board last March, this contract would fund our efforts and partnership with the County Department of Public Social Services to facilitate community meetings in each of our five Best Start regions. And what this would do is fund efforts to bring together parents and providers to identify barriers to accessing food supports, including access to CalFresh which, as you know, is the state version of the federal SNAP or food stamp program. This contract would also go through the end of June 2020, and it's for $150,000 with funding included this year's budget and recommended in the 19-20 budget.

We also have before you seven recommended contract renewals. The first is with LACOE to provide continued funding in the amount of $649,950 for the common quality and rating improvement data system, or QRIS. This is within the amount approved by the board back in 2017 when it approved the strategic partnership with LACOE. The funds are included in the 19-20 budget.

The second renewal is for $100,000 with Third Sector New England. This is the fiscal agent for

something called Opportunities Exchange, which is a shared services model that brings together early care and education providers to share certain administrative services and infrastructure to reduce costs and enhance quality. Last month the board approved a strategic partnership with Third Sector for this work, and funding will also be included in the 19-20 budget.

The third renewal is with Net Chemistry for $772,625 through the end of 2020. This funding will allow the contractor to continue to develop and maintain the Welcome Baby and Select Home Visiting database, including incorporation and support for the DPH, Department of Public Health, home visiting expansion efforts. Funding would also be included in the 19-20 budget.

And, finally, there are four renewals for select home visiting providers to provide continued services through the end of the next fiscal year. The remaining number of select home visiting contracts will come before you for consideration next month. These are the ones we've renegotiated and we're at a point of bringing back to you this month. Funding is outlined in the consent matrix in the board materials, and is included in the 19-20 budget.

So with that, I'll take any questions and turn it back over to Madam Chair.

COMMISSIONER ABDO: Any questions? Comments?

COMMISSIONER TILTON: 19-20?

MR. WAGNER: I didn't hear the question.

COMMISSIONER ABDO: I think he means --

MR. WAGNER: Fiscal year 19-20, which is the budget that is currently being reviewed by the board. So these contract -- fiscal year 2019 through 2020.

COMMISSIONER TILTON: I see. The 19-20. We're in the next century, John.

MR. WAGNER: Shorthand. Sorry about that.

COMMISSIONER ABDO: I have that same thing that I have do in my head. So my remarks are few.

MS. BELSHE: We need a motion to --

COMMISSIONER ABDO: We need a motion to approve all the things on the consent calendar.

COMMISSIONER ZEPEDA: So moved.

COMMISSIONER TAYLOR: Second.

COMMISSIONER ABDO: All right. Want to call the roll?

SECRETARY: Judy Abdo.

COMMISSIONER ABDO: Yes.

SECRETARY: Yvette Martinez?

COMMISSIONER MARTINEZ: Yes.

SECRETARY: Romalis Taylor.

COMMISSIONER TAYLOR: Yes.

SECRETARY: Christopher Thompson.

COMMISSIONER THOMPSON: Yes.

SECRETARY: Michelle Vega.

COMMISSIONER VEGA: Yes.

SECRETARY: Astrid Heger.

COMMISSIONER HEGER: Yes.

SECRETARY: Marlene Zepeda.

COMMISSIONER ZEPEDA: Yes.

SECRETARY: Motion passed.

COMMISSIONER ABDO: Thank you. That motion passes.

All right. Remarks by the commission chair, which is me today.

My first remark is, I do not have a cold or the measles. I have allergies. Comes out kind of feeling like being sick, but it's not. So don't worry about me. Okay? And I will try to hold it together.

The other thing I wanted to say was that Carla spoke at the Rand conference earlier this week, and she was fabulous. I think for those of us who see her here, we value her input and her remarks here, but to hear her actually speak to a group of very -- very tuned-in early childhood professionals was quite a treat for me. And I just wanted to thank you for doing that. And that really concludes my remarks.

MS. BELSHE: Okay. Thank you. So let me offer a few comments about today's agenda. And then when I'm done, I'm going to ask Peter Barth to come up and say a few words about the May revision. So, Peter, is -- give me a minute or two, Peter. I'm going to tap dance a little bit while you make your way.

MR. BARTH: I'm just getting closer.

MS. BELSHE: What I want to talk about with commissioners is later in the agenda, Item 8 after the break. As part of our strategic plan refinement process, which we refer to as SPR4, we have a special presentation and discussion by some super bright, capable individuals representing Knowledge Works and Capita. And they're going to be sharing with the board some of their findings and key issues that emerge from some forecasting work they did, looking out to identify what are some of the key forces shaping the future of children and families. And in the context of our work around strategy refinement, we think it's a really timely and exciting conversation to be having, hearing from them and then, more importantly, hearing from and engaging with all of you about the implications of the forecast for our work today and our work importantly going forward.

The organizationwide leadership team, which is comprised of the executive team and our directors had an

opportunity yesterday to spend some time with our guests and to consider what these trends mean for our kids, for our families, for our communities. And they're going to talk very briefly about what some of those key takeaways are.

But the one I want to lift up here in my comments relates to equity And the importance of us listening to and thinking about these key trends and forces through the lens of equity. With the board support we now have a new investment guideline, and we are now beginning some very important work to think carefully about how we embed equity both in our strategic work, our program work, as well as our policy, our practice, our workforce. We're going to be spending a lot more time with the board around equity through the lens of our strategy, which is where we're starting leading with the work and thinking about how do we use equity to review, reflect, and refine; how do we leverage data to give us more insights to those populations that are experiencing the greater disparities and barriers to more equitable outcomes; how do we use that data to lift up some of the systems and structural and institutional issues that are impeding access to resources, services, and supports to advance more equitable outcomes. And then what are some of the models; what can we learn from other in terms of how we might

employ models that have been developed and executed and that we can learn from others as we think about strategy refinement.

So we know equity through the lens of our work is really important and we know that's just one piece of the puzzle. So we also have work underway informed by staff guidance and good thinking around our values. And so we'll be sharing with the board in -- at the July retreat where we've landed relative to adding new values and equity we expect will be one of them, as well as where we can sharpen and refine our values more broadly, but really critical to helping inform and shape how we work together, how we show up as colleagues.

Another piece of equity that we're beginning to think through, it relates to workforce and the workplace. And so how do we create and maintain a work environment and internal processes that promote and encourage the kind of actions and behaviors that reflect this value and this commitment to equity.

So it is -- I -- we talk a lot about the equity journey. And I recognize these are conversations and analyses that are complex and hard and can be very deeply personal. I also understand that this work takes time, and it's our intention to take the time and it will be a journey for our organization and an ongoing process, but I

feel very strongly that this equity approach and the work that the board has set us on, both in terms of strategy as well as internally, is absolutely fundamental to our ability to achieve the results we've set for ourselves.

We cannot look at the results we've established, our north star, without understanding there are critical disparities that we have a role to play in terms of helping to address to advance the universal goals we have for all kids.

So we're not going to be indifferent to those realities. And I'm proud to be part of an organization with the board's support that's really beginning to step up and undertake the hard and necessary work.

So more to come. But for now, I really want to encourage commissioners, as you're hearing from Knowledge Works and Capita, think about the equity implications, think about how these trends either we might be able to help -- or how these trends could potentially exacerbate existing gaps, how might those trends help ameliorate and address some of the systemic and structural barriers impeding greater progress for the kids we care so much about. So it complicated our thinking. I hope it will complicate yours as well.

So speaking of complicating our thinking, the State legislature is a very complicated place and a

Governor's budget is a very complicated document. And so Peter has been kind enough to take my -- my audible call and come on up and say a few words about high points from the May revise which just came out this morning and, indeed, I think there's call going on right now that the Health and Human Services agency is convene that we have staff on.

So, Peter, come on up.

MR. BARTH: So as Kim said and as many of you are following, the Governor -- the Governor every year in January releases his proposed budget for the following fiscal year. The legislature goes through a process of debating. Advocates like First 5s show up to try to support what we need to support and also shape -- further shape the discussion. And then in May, because there might be updated fiscal changes in terms of revenues and forecasts, the Governor releases a revised budget proposal. That's what happened this morning, literally just an hour ago the press conference ended.

So I'm going to be able to provide you all the details, but our team is working on a more thorough analysis and we'll be able to share that with you all as we've done in the past.

But a couple of high points. One, and as many of you were tracking hopefully in the news, the Governor

actually preemptively released a component of his budget proposal, all focused on early childhood and families. And I think that's a really incredible signal that the Governor is still prioritizing despite all the pressures and all the challenges in the State. Families remain central to the Governor's budget proposal. In fact, as he started off press conference, governor's don't have a lot of PowerPoint slides that they walk through. Sometimes they'll have a chart that they point to or a slide. The slide the Governor had was creating a parent-focused agenda, and it had items that we've tracked before, continued investments, and actually increased investments in the May revision in the earned income tax credit which supports families, especially families that have young children.

It talked about eliminating taxes, like the taxes on diapers which studies show for low-income families can eat up to 14 percent of their income. The cost of diapers can eat up to 14 percent of their income if they have young children. It included also -- and this was a really critical component for our early care and education coalition, which, thanks to the board's continued support, we at First 5 LA, in partnership with First 5 California bring together these advocates to prioritize our work, investments in child care access.

The Governor's budget continues to and maintained a focus on creating a -- what they're now calling a master plan. In January it was a blueprint -- a master plan for early learning in California, signaling the desire to create what we've had for the K-12 and higher education systems for some time, but for younger children. But, basically, the Governor in his May revision has put forward additional funding for child care spaces. And also -- and this is a really important piece, and we're looking into more details because all we have are some of the semantics around the release, but allocating Prop 64 -- Proposition 64, cannabis prevention fund revenue, to pay for child care. This is a huge signal that the Governor wants to continue to prioritize new revenue sources for this work as well.

So we have more to learn about what the components of that looked like, but that's a large signal.

In addition, the Governor is increasing payments due to Medicaid matching dollars for home visiting programs. And so there's an extra $10 million put into the budget to accelerate payment for the CalWorks home visiting initiative and also an extra $30 million put in to support further expansion of the Black Infant Health program, which is a key priority for us here in LA county, in addition to the California Home Visiting Programs,

CHVP, which is the federally funding program run out of the Department of Public Health.

And then a final one that I would call out is investments not only in incentive payments to providers to conduct screenings, in particular the Governor put forward the vision in his January budget that there would be extra resources from Proposition 56, the tobacco tax revenue that First 5 LA supported a couple of years ago, to pay for developmental screening -- incentive payments to providers who conduct developmental screening and also payments to providers to conduct trauma screenings.

We have been conversations with the administration around how payment for screening is really important, but that alone is not going to help improve the practice locally and in communities. And so a component of the Governor's May revision is funding for training for providers around the importance of trauma-informed practices and how to conduct trauma screenings in settings.

Again, that's all we know right now. We don't know what that looks like and we have a lot more to go, but I think the bottom line here is, the Governor continued to signal and in fact doubled down on I think is a phrase we're kind of using internally on his commitment to families and creating a parent-focused agenda, and

focusing not just on one component of what a family's needs are, but the whole child, the whole family. So we look forward to sharing more information with you and working with our colleagues in the legislature to continue to push this agenda forward.

COMMISSIONER ABDO: Thank you very much. Excuse me.

All right. Item 5, capitol improvement.

MR. GAYDEN: Thank you, Madam Chair. And good afternoon, Commissioners.

I'm here today to request that the board approve for action resolution 2019-02, and find that the capital improvement plan project is categorically exempt from the review under the requirements of the California Environmental Quality Act, or the CEQA.

This item was presented and provided as informational the board's combined May 2nd, 2019, meeting of the budget and finance and executive meeting. And at this meeting, staff also provided a brief and high level status update of the progress made to date for the CIP project which we have made some good progress towards meeting some of our accomplishments and milestones. And all of that information with that update is included in your -- your documents that were presented -- provided for the board review, included which the PowerPoint as well as

the board memo that goes in a little bit more detail about the status of the project.

But today's presentation will only focus on the category exception that we're requesting for approval.

And my presentation also incorporates some great input and feedback we received from the commissioners that attended that meeting. And we're just going to go from there. And I do have the resolution on screen for your review.

As a publicly-funded project, First 5 CIP project is subject to the requirements of the California Environmental Quality Act. The California Resources Agency has established categories of projects that are exempt from review under the CEQA because this -- they typically do not have significant effect on the environment. Category 1 of the exception includes the operation, repair, and maintenance of existing public or private structures. Our project does not involve the expansion of the existing building or any new construction of exterior space. On the interior, our project involves a reconfiguration of existing space and general rehabilitation activities in our existing structure.

There's no aspect of this project that will create a significant affect on the environment. And the project actually will be beneficial from the environmental

perspective since it includes numerous improvements that will make the building more energy efficient and green.

Based on consultation from our legal counsel, this project falls squarely within the existing facilities exception under CEQA guideline section 15-301, and thus exempt from further CEQA review. In consultation with our legal counsel, staff recommends that the commission find that the project is categorically exempt.

Our request for the board is to adopt the resolution. And after -- if you approve, staff and our legal counsel will notify the California Resources Agency of the exception with the board's approval.

And our legal counsel is here to answer any questions that you might have regarding the category exception.

And with that, are there any questions?

COMMISSIONER ABDO: So, Craig, would you like to bless this resolution for us?

MR. STEELE: That sounds really important. Actually, I wrote the resolution, so I'm happy to bless it as well.

COMMISSIONER ABDO: Thank you.

Are there any comments about this?

All right. Then we need a motion.

COMMISSIONER TAYLOR: I move we approve the

resolution.

COMMISSIONER HEGER: I second.

COMMISSIONER ABDO: And I think we're going to do a roll call on this too.

SECRETARY: Judy Abdo.

COMMISSIONER ABDO: Yes.

SECRETARY: Astrid Heger.

COMMISSIONER HEGER: Yes.

SECRETARY: Yvette Martinez.

COMMISSIONER MARTINEZ: Yes.

SECRETARY: Romalis Taylor.

COMMISSIONER TAYLOR: Yes.

SECRETARY: Christopher Thompson.

COMMISSIONER THOMPSON: Yes.

SECRETARY: Michelle Vega.

COMMISSIONER VEGA: Yes.

SECRETARY: Marlene Zepeda.

COMMISSIONER ZEPEDA: Yes.

SECRETARY: Motion passed.

COMMISSIONER ABDO: All right.

MR. GAYDEN: Thank you.

COMMISSIONER TILTON: When is the project scheduled to begin?

COMMISSIONER ABDO: Can we get a little update on the schedule?

MR. GAYDEN: We're still in process of identifying the true schedule. We're due to have an A and E consultant, which is our architectural and engineering firm come validate the space plans that everyone saw last year during the approval of the CIP. So we will be updating the schedule and they will help us validate and determine the time that we're going to need to validate, as well as create a bridge document that we'll use to procure for the general contractor. So we're hoping to potentially start construction at some point next year, but we're still determining what time that potentially will be, and that's also dependent on permitting and all that stuff.

Any other questions?

COMMISSIONER ABDO: There's an answer with not much of an answer.

COMMISSIONER TILTON: Well --

COMMISSIONER ABDO: We know exactly where we are. Thank you. Good question.

All right. Item 6. You want to tee this one up?

MS. BELSHE: Jennifer Pippard's on it.

MS. PIPPARD: All right. Thank you so much. Good afternoon, Commissioners.

I'm Jennifer Pippard, director of our strategic partnerships department, and I'm joined by my colleague,

Alba Bautista who will be presenting today you. And Alba is our manager in cultivating new and vibrant partnerships with philanthropy. Today we're bringing forward a philanthropic opportunity for partnership for your consideration to lift up our zero to five target population in the county 2020 census.

Before we start the presentation to census, I wanted to take a quick step back and connect some dots in our prior work in immigration. With a new administration at the federal level, you must remember that the immigrant community experienced a new level of fear and uncertainty. And our grantees started to lift up information. Our home visitors were asked about being a guardian in case something happened. The families were expressing a need and a fear not to want to leave home to drop off children in day care and preschool.

And we looked at the immigration crisis in the context of our strategic plan. So we acknowledge that First 5 LA is committed -- First 5 LA's commitment is to strengthen all families and improve outcomes for all children, and immigrant families just like all families have a right to engage in the public systems that exist to serve their health, education, and care giving needs. And the success of First 5 LA's mission is to transform systems for children depends on families continued

participation in these public system.

So together with our partners in the philanthropic community, we took action. Kim Belshe joined 200 other philanthropic leaders and signed a joint statement that supports philanthropic communities commitment to the inherent value and dignity of all people. And we started two strategic partnerships: One with the California Community Foundation with other philanthropic partners and in collaboration with our family supports department, and a second strategic partnership with Liberty Hill in collaboration with our communities department. And together these offered families an education around know your rights campaign, legal representation services, advocacy, and civic engagement.

And I take us all the way back through those efforts to say that, along this journey, First 5 LA and our strategic partnerships and the philanthropic community, we've been very focused with our eye on the prize that a successful 2020 census is really our long-term strategy.

So today we'll offer you a background on the 2020 census and overview of these -- of all of those participating strategies for a successful census, and last our proposed opportunity to be in partnership.

And with that, let me introduce Alba Bautista who will be presenting.

MS. BAUTISTA: Good afternoon, Commissioners. My name is Alba Bautista, and I'm the strategic partnerships department manager focused on new partnerships with the philanthropic sector.

As Jennifer mentioned, I like to start by providing background on the 2020 census. The census is mandated by the U.S. Constitution, and it aims to count every person living in the United States every ten years. It plays an essential role in our democratic system by ensuring communities receive the right number of representatives in government. California holds 53 seats in Congress, but a poorly conducted census and a ten percent undercount of undocumented households could potentially cost California a house seat.

And the census plays a role in determining how hundreds of billions of federal dollars are distributed to states and communities. For example, $160 billion in federal funding is dispersed to programs in the U.S. providing assistance to young children alone. Examples of these programs are on the slide, and they include health, education, and nutrition programs for families with young children.

To highlight the impact to our strategic goals,

decreasing funds to the Maternal, Infant, and Early Childhood Home Visiting, or MIECHV, program which contributed 1.5 million in funding in 2017 to our county could impact our ability to expand home visiting services in LA county. More broadly, about 300 programs in the U.S. rely on census data, which totaled $800 billion in 2015. And these programs provide supports to adult, family, and community members.

Now, what does that mean for Los Angeles? Home to about ten -- 10.3 million people, Los Angeles is the hardest to count county in the U.S., due to its high concentrations of renters, homeless populations, and immigrant communities, among other reasons. In 2000, the undercounts cost LA county 650 million in federal funding over ten years.

The request to add a citizenship question to the census form is of particular concern since it is likely to have an outsized effect in county, given that 34 percent of our population is foreign born, and an estimated 17 percent of LA county residents are noncitizens compared to 14 percent in California overall. And in California, one in six children have at least one undocumented parent.

In addition to all of this, young kids are a hard to count group. Nationwide, the 2010 census missed nearly a million children under five years old, including about

210,000 young children in California according to the U.S. census.

In LA county, zero to four year olds are eight times more likely to be missed in the census than adults, according to recent analysis conducted by Dr. Bill O'Hare who is the demographer and the nation's leading expert on young child's undercount.

Additionally, the undercount of young children is getting worse. The undercount increase from 1.4 percent in 1980 to 4.6 percent in 2010, while the adults undercount has decreased. The count of young children in our county was even less accurate. 5.4 of Angelinos ages zero to four were undercounted in the 2010 census. Young children and low-income families and children with young or single parents are especially at risk of being undercounted.

Another contributing factor is that kids zero to five are left off returned census questionnaires simply because their parent don't know that they should include all of their children, particularly babies.

Our challenge is that our strategic plan is premised on sustained levels of federal funding, but the projected undercount of kids zero to five threatens the stability of federal funding allocated to programs critical for families. Assuming the undercount percentage

for zero to five year olds is the same as 02010, the impact to our county is a loss of potentially 76 million federal dollars annually.

A reduction of federal funding at this level would hurt programs that provide essential support to kids zero to five, and thus hurts kids' ability to thrive.

In the past year or so, first 5 LA has been tracking census efforts in LA county and attending convenings with philanthropic representatives who have been focused on coordinating efforts for an accurate and complete count of all hard to count populations, including the zero to five population. This graphic represents key stakeholders and a few different funding sources coming to LA. I will not go through each item, but I would like to highlight a few things, including that total state funding which the Newsom administration is proposing to increase is -- will be up $140 million. Under that funding, LA county will receive about 9.4 million.

Separately, on the graphic you will see CCF, which is the California Community Foundation, who was recently named the California complete count administrative CBA or ACBO in LA county. In this role, CCF will support community-based education, outreach, and assistance efforts for hard to count populations across LA county.

Strategies identified by various stakeholders are outlined on this slide. They not only include coordination among philanthropic funders but state agencies, community-based organizations, and county and city agencies, also an agreed upon strategy to partner with trusted messengers in the community. For First 5 LA, this could include the approximate 115 grantees that we partner with across our four outcome areas.

In this context, we would like to propose a strategic partnership with the Los Angeles Partnership for Early Childhood Investment, or the LA Partnership, by contributing $200,000 to the Baby Futures Fund. This fund is housed at the California Community Foundation Initiatives Fund and managed by the LA Partnership. These funds will go to consultants or CBOs to, one, develop census messaging that specifically targets families with young children; two, implement communications campaigns; three, conduct trainings with representatives who are family-trusted messengers; and, four, to conduct direct census outreach with families with young children.

We are partnering with the LA partnership because their mission is to invest and promote innovation that advance the lifelong health and well-being of LA county children age zero to five. They created a $50,000 set aside for zero to five census efforts that to date has

generated additional investment of $650,000. And our investment of $200,000 will leverage these additional resources at a one-to-three rate.

By partnering with philanthropy, we are not only leveraging resources, but we're increasing our chances of an accurate count of young children and supporting the county in maximizing federal funding for young children.

Our next step will be for this proposed strategic partnership to go to the June 13th board of commissioners meeting for consent. First 5 LA will continue to play a role in informing the distribution of zero to five census funds in LA county, together with the LA Partnership and the California Community Foundation. We will also identify opportunities to leverage our relationships with our grantees who are trusted messengers in the community across our program investment areas. And we will coordinate zero to five census efforts with the county and the city, alongside philanthropic partners.

Thank you. Any questions?

MS. BELSHE: Who's that, Alba?

MS. BAUTISTA: That's my daughter, Paloma. She just turned three.

COMMISSIONER TAYLOR: The target population.

MS. BAUTISTA: Yes.

COMMISSIONER ABDO: All right. Are we ready for

questions?

MS. BAUTISTA: Yes.

COMMISSIONER ZEPEDA: I have a question, probably a naive question. You mentioned that there's 90.3 mill from the state. So the state is allocating 90.3 mill, and that LA county is going to get 9 million from that?

MS. BAUTISTA: About, yes. I think it will depend on the total funding approved, but, yes, that's -- I think that's the estimated amount.

COMMISSIONER ZEPEDA: That's the estimate. Okay.

And then also -- and probably --this is just probably kind of an unanswerable question because the case on the census citizenship is before the Supreme Court right now. When is that decision expected? And I have to think that that's going to be a disaster if it's -- if they have to ask the citizenship question.

MS. BAUTISTA: I believe that the decision will be made by June.

COMMISSIONER ZEPEDA: And June. And the census starts when?

MS. BAUTISTA: Next April 2020.

MS. PIPPARD: I think the philosophy is, where the people are landing on the citizenship question is that no matter how it falls out, the damage has been done actually. So it even is -- speaks more to the need for

messaging and the need for our outreach, especially for this young -- any undercounted population, and our families tends to be undercounted in many different ways.

COMMISSIONER ZEPEDA: Are people -- you're saying the damage has already been taken into consideration?

MS. PIPPARD: Yeah. I think communities have already started talking about, what does that mean for them. There's conversations around, does that mean they leave the census -- the question off; do they just not answer that piece of it, which is an option. But I think our message has to be in support of, you are valued and you need to be counted. And by being counted, are you rightfully getting what is entitled to you.

COMMISSIONER ZEPEDA: So they can opt to not answer that question?

MS. PIPPARD: Yes.

COMMISSIONER ABDO: Romalis.

COMMISSIONER TAYLOR: I just want to make a point, and that is, isn't there a big issue about the mother that's having the baby in the window of time and not counting the child, even though it's there, it's been there for about six months and it's ready to come, but they can't count the child? So that uncount of that child is also a big issue. And so the education around that is going to be important even for citizens.

MS. BAUTISTA: That's correct. That is why we're making the case for specific targeting for, you know, include -- something to say it's important to fill out the census and it's important to include everyone, including babies because that -- you know, they won't get counted for another ten years.

COMMISSIONER TAYLOR: Exactly. And I think we need to throw that number out. I think you have it. And make the community aware of that, the disadvantage they did for their own child by not doing it now because that could have been funds that would have been available for them ten years from now.

MS. PIPPARD: That's very helpful. Thank you.

COMMISSIONER ABDO: Okay. Other comments? Yes.

COMMISSIONER ARAGON: On the partnership, it says that the 200,000 will be used for developing census messaging and implementing a communication campaign. Is that something that CCF will do or -- with the funds that we give them or will we be selecting the vendor and working with the vendor on that campaign?

MS. BAUTISTA: They will be selecting the partner, whether that be a consultant or community-based organization.

COMMISSIONER ARAGON: Will we have input into the messaging?

MS. BAUTISTA: Yes, I believe so.

COMMISSIONER ARAGON: Thank you.

MS. BELSHE: And you might want to mention the expectation of leveraging work that the network, First 5 Association, has been undertaking as well. So there's already some really good materials that have been developed so we won't be reinventing the wheel.

MS. PIPPARD: I think that was it, Kim.

Yeah. So I think the message is that philanthropy has already been organized. First 5s across the state have been organized. California has an exceptional effort. With the First 5 Association, there's also a consultant team that we're in collaboration with, and they are coalescing data. And all of these efforts are in collaboration. So any of the materials we're talking to and the data that's being collected by the First 5 Association, we're actually sharing that with this effort the CCF and the LA Partnership. So all of these collaborative efforts are coming together.

COMMISSIONER ABDO: Any other questions or comments?

All right. Thank you very much.

MS. BELSHE: And we acknowledge this is Alba's first presentation of the board.

MS. PIPPARD: I also just want to acknowledge

that our family supports department, our communities department, our policy department, our community relationships department, all of our programs division, there's always a big lift behind any effort. And I also want to do a special thank you to Alba who has been herding cats. This is not a small effort.

COMMISSIONER ABDO: Thank you.

MS. BELSHE: Again, this is information. It will come back to the board for action on consent ant June.

COMMISSIONER ABDO: So we are going to take our break, and it is happening early.

MS. BELSHE: We'll likely be ending early. So this is a good thing.

(A brief break.)

MS. BELSHE: All righty. I think we're getting ready. Commissioner Taylor and Mr. Spurling. Getting called out, Bill.

COMMISSIONER ABDO: Okay. We will resume. And we are on Item 8.

MS. ALTMAYER: Good afternoon, Commissioners. Wanted to provide a brief update on where we are on our strategic plan refinement process and then introduce a discussion that we'll be having this afternoon around how we think about the future for young children, and engaging in a discussion around, what are the implications about

trends and the potential continuation of those trends, and what are the implications for young families and for early childhood.

I'll be introducing our speakers in just a moment, but wanted to start the conversation with a grounding in where we are. So what we'll be doing this afternoon is recapping the discussions that we had from our April board reflections on the review report. Thank you for all being so actively engaged in that conversation. I know staff really appreciated the guidance, the discussion, and really the opportunity to engage informally with the board last months. So we'll summarize some of that.

And then we're going to be, as I mentioned, presenting the key findings for the -- from the futures for young children and families forecast. And then look forward to engaging you all in a discussion about what are the implications for the work of First 5 LA and as we think about our strategy refinement process.

So where we are giving us a little context, we have completed, as you know, the first phase, which was our review phase. We are deep in our phase two, which we're calling our reflection phase, which is really looking at what has changed in the environment and what we've learned about the policy and systems change efforts

that we've been engaged in in the implementation of our current strategic plan. Looking to the summer when we'll begin to really take the next stage and thinking about, based on what we've learned, how should we refine our strategies, how should we refine our strategic plan. And then in the fall, we'll be deep in the documentation of documenting our strategic direction and our targeted results.

So just to provide a little bit more context where we've been so far. We launched the process in January. Through the early months of this year, we started to have the discussion about our investment guidelines and north star, really building on the work that we did in the fall in terms confirming our four targeted results for children and families. Last month, as I mentioned, we looked at the review phase report and had the presentation from, LFA and really dug into what were some of the implications from there, interviews that they had with main stakeholders, with board members, and also their analysis of some of the trends that are occurring here in LA county for young children, as well as statewide and nationally.

Where we are today is, I want to report back to you some of the reflections and the discussions from that review report breakouts that we had last month. As we

look to the rest of May and beginning in early June, we'll be continuing to have our consultant, Learning Inform Action, conducting key stakeholder and county partner interviews. First 5 LA staff is continuing to facilitate our community engagement sessions. I know some board members have even participated in those. We've been excited with how well they have been received. And those community engagement sessions will be continuing, as I said, through the rest of this month and for the most part will be complete by the first week in June. And then at the June board meeting, we'll be reporting back on some of those early learnings from our -- from our community engagement session and talking more about our strategy refinement deeper at the May PPC.

We look forward to the July board strategic planning session where we'll really be beginning to share some of our early learning and some of our preliminary ideas and concepts about our strategy refinement.

So that's a little bit about what's on the horizons as we think about this process and where we are.

So as I mentioned earlier, we had a discussion about the review data report. And we appreciate that -- the time that the commissioners gave to really dedicating and to thinking about what were the implications. And some of the key themes we just wanted to echo back to you

to confirm that we heard what you intended. This includes both board discussion as well as the three breakout groups that we held. You may recall that we had one breakout group that was around thinking about equity and how equity should influence our work. The second group was around systems strengthening with a particular focus around county systems and how First 5 LA can partner with our county partners in really making those systems work better for children and families. And then, finally, really thinking about what we've learned and where we need to go in terms of our role as a policy leader and policy advocate, and how do we maximize the opportunity that we have in front of us with some of the changes at state level in particular.

So some of the takeaways that we had from those conversations is really, first, that data is a critical tool to address inequities; and that, if we want to bring an equity lens to our work, we have to be sure that we've got the data to support those conversations and the critical importance of data.

Secondly, a affirmation of the work that we are doing with our county agencies and the recognition that that work is foundational and critical and needs to continue, and then an important and consistent reminder about the essential nature of parent and community voice

in all of our work.

So those are some of the critical big picture themes that we heard coming out of the discussion. What that means for our work moving forward is that First 5 LA really has an opportunity to leverage the expertise that we've gained in particular as we made this pivot to a policy and systems change agent over the past three to four years to really focus and prioritize our agenda and that we can lean deeper into that role.

Secondly, that we play a very important convener role. There was some comments that convener doesn't fully capture that. So I recognize that maybe -- that word may be imperfect, but that we are providing the platform for very important conversations that need to occur among systems around how those systems need to be better networked and aligned to support children and families. And that is not just public systems, but it's also communities and organizations, and that First 5 LA has been effectively playing a role and there is an interest in us continuing and even to step deeper into that role.

As we've had conversations around equity, there was a cultural aspect of the conversation that emerged as well, and this recognition that we have to battle against -- using Supervisor Kuehl's words here, battle against the normalization and the acceptance of poor outcomes for some

children. And we need to change the cultural expectations that we expect better outcomes for all children. And that is an essential component embedding an equity lens within our work.

And then, finally, that we have to recognize that there are strategies that cut across the work of First 5 LA and to support all children and achieving of our four results for all children. And that includes, but is not limited to, when we think about family engagement and community engagement, that that has to be an essential component of all of our work. And also the idea of trauma-informed care, that trauma-informed care is a cross-cutting issue across all of the work that we do.

So I would just pause here and see if these comments resonate as we attempt to echo them back to you, if those were some of the key themes that you discussed at the last meeting, and if these concepts resonate with you all.

COMMISSIONER ABDO: Okay. Feedback for -- for Christina to know whether we think that what she just said reflects what we said.

COMMISSIONER ZEPEDA: Thank you, Christina, for that.

From my perspective, I think it really summarizes the main points. And I'm glad you ended with the Sheila's

notion about normalizing poor outcomes for certain children. I've never seen it talked about like that. And I think, again, as you well know, I've been mentioning the deficit issue as a really important, I don't know, organizing principle, if you will, for minority children or under-represented groups for a long, long time. And so it's -- it's a big lift, but it's very important that we continue to do this work. So thank you for that.

COMMISSIONER ABDO: Anyone else? I think you've got us.

Oh, Romalis. Sorry.

COMMISSIONER TAYLOR: Embedded in that normalization is implicit bias, because we need to educate people that, even though they're not aware of it, their own opinion is guiding their decisions in how they engage in communities and individuals, and so, therefore, leading to negative impacts. So I just want to say that and make sure that we put that as a subset to that normalization issue.

MS. ALTMAYER: Thank you. And I appreciate those comments, especially since you were in the breakout, and that we talked about it at multiple levels, at the community level, at the family level, and at the system level, and particularly at the system level how implicit bias is a component of leading to that perception. So

thank you for bringing that up.

COMMISSIONER ABDO: All right.

MS. ALTMAYER: So then the next part of this presentation, as we move forward, excited to introduce these futures for young children and families forecast, which is in its very early stage. And the leadership team at First 5 LA was very fortune to have an early presentation of this yesterday. And I think it prompted a lot of thinking, particularly as we approach our north star by 2028. Our strategic plan is intended to provide a vision through the next nine years, and we need to be thinking how can we begin to anticipate socioeconomic, cultural changes that may occur in the lives of children, and how that may influence how we have to think about our work moving forward.

So we're very excited to have representatives from Capita, Joe Waters, who is the CEO and cofounder, as well as his coworkers from Knowledge Works and Open Fields, Jason Swanson and Jeff Bailey, to begin to introduce some of these -- this early thinking, their forecasting work, their methodology, and what are the potential implications.

So with that, I'll introduce Joe and I'd encourage you to talk a little bit about your firm and introducing yourself as well.

MR. WATERS: Thank you so much. Thank you, Christina, and thank you all very much for having us. It's a pleasure for us to be here with you as it was a pleasure to be here yesterday with the leadership team.

As Christina said, I'm Jo Waters. I'm the cofounder and CEO of Capita. Capita is an ideas lab launched just last year that is focused on harnessing the power of big ideas and working across disciplines to build a future in which all young children and their families flourish. And our very earliest project is this project, the Futures For Young Children Forecast. And we've been pleased to partner with KnowledgeWorks, which has been at the work of using strategic foresight in K through 12 education for over 15 years now. And we're very pleased to partner with them to bring that down for the first time ever into the early childhood space.

So I will provide an overview of why we're at this work, and then I'll turn it over to Jason and Jeff to both share the drivers of change that we've identified in the forecast itself and also some of the initial reflections drawn from the staff -- time with the staff yesterday.

Earlier this week I had a very interesting conversation with my Lyft driver on the way to the airport in South Carolina. And as you tend to have interesting

conversations with Lyft drivers, this one was particularly relevant to this work. She was a grandmother providing full-time care to her grandchild. She works, her son works, the child's mother works three jobs. And I asked her why she was the caregiver. She said she wants to ensure that her son and his wife have the ability to work the multiple jobs she thinks they will need to work to provide financially for their child.

So we live in an age where the economically precarious believe that it is impossible for parents to raise their own children and get ahead economically in our society. Thank goodness that that child has a grandmother living nearby willing to take care of her.

We live in an age of disruption and inequality. Foundational values of our country are challenged daily. An epidemic of loneliness is advancing. Governments are stretched to meet the challenges of building systems and implementing policy for the digital age and more. At the same time we live in an age of unprecedented travel, communication, and knowledge. If we, resourced and educated people, sometimes feel overwhelmed by the speed and scope of change, then we can only imagine how those who struggle to raise small children, meet their basic needs, work multiple jobs, and more are challenged by the tempests of our age.

Our work in strategic foresight, and in particular this work with KnowledgeWorks, The Futures For Young Children Forecast, is a big bet, a bet that we made and was funded initially by the Buffett Early Childhood Fund, the Grable Foundation, and Vocal; that the early childhood field is not adequately addressing the social, cultural, political, economic, and environmental changes of our day and beginning to prepare for the possible futures that lie ahead for our children and our families.

As I said, KnowledgeWorks has been at this work in the K through 12 space for over 15 years, and it has resulted in whole communities, school districts, and state systems changing their strategies to meet the challenges of the future and. So we're pleased to able to contribute to the refinement of your strategy.

Taking the deliberate look at changes on the horizon and at what opportunities and challenges they might present opens new prospects for innovation and action that are only apparent with the future-facing lens. This approach also empowers leaders like yourselves to shape the future that young children will inherit and to resist the notion that the future is out of our control. Using strategic foresight presents new opportunities for early childhood leaders and other stakeholders to deepen their understanding of the drivers of change shaping the

future, anticipate the potential impact of those changes, reframe and clarify our visions, and identify opportunities for breakthrough change through innovative and transformative strategies, policies, programs, products, and services.

We will begin to explore all of this with you today. And for some, exploring the future may seem like a luxury. There is much to be done in the present. Yet we consider this work to be an act of stewardship for the young children who will be born in LA, who will grow up here, and who will be served in some way by the First 5 of 2029 and beyond. This is why you are refining your strategic plan. You're already boldly leaning into the future, and we hope that the insights we share today and will continue to share with you over the months ahead and generate together will further inform your work.

And with that, I'll turn things over to Jason Swanson and I will catch us up here. Forgive me.

MR. SWANSON. Thanks. Thank you. Good afternoon, everyone. My name's Jason Swanson. I'm the director of strategic foresight with the Knowledge Works Foundation. And it's may pleasure and honor to join you all today.

A quick overview about what forecasting is and a little bit about what it's not. So strategic foresight

really involves either all of or a combination of what you see on the screen before you. So it -- a typical project would involve framing, scanning, futuring, visioning, designing, and adapting. So not entirely different than a strategic planning process.

So in framing, we're seeking to scope a project, we're seeking to narrow down what it is we want to know about the future, so what might the future of young children and their families be like.

Scanning involves really trend analysis, pattern analysis, event era analysis, and what we call signal scanning. So we're looking for weak signals of change that can indicate in some way that the future might be different than the present. We put all that together to generate multiple ideas about the future. And across those multiple futures, we want to settle in on a north star, a vision or a preferred future. Which then allows us to either design or adapt our plans in service of creating or reaching that preferred future or creating nimble enough plans to deal with a range of alternative futures. Another way to think about that is, those are contingency plans for when trends maybe zig or zag in ways that maybe we're not prepared for.

So all of this is really to say that futurisms, strategic foresight, futures thinking, whatever you wish

to call it, is very much about depicting the future and not predicting the future. This is not an exercise in accuracy nor is it an exhaustive exercise. It's illustrative -- excuse me. And that if I were to predict the long-term future with any sort of accuracy, it would mean that meetings like this would have no point because the future is already predetermined, none of our present day actions would have meaning. But we live in a causal world, right. So rather than to predict the future, especially a long-term future which is impossible, I wanted to depict a range of futures, futures that are provocative, that are plausible, right, that are preferable. And we do this really because we need to make and manage assumptions about change, right?

So trends can slow down, they can speed up, they can reverse, they can stop, they can combine with other trends. So we need to make informed assumptions about what come next and be able to manage those so that the true utility of an exercise like this, as Joe outlined, isn't as a predictive medium, but as you begin to think about your north star and your strategic plan, the values in probing the unknown, to think through those multitudes of trends that are going to affect young people in Los Angeles, and run those through multiple narratives of what might happen so that we can think of new products,

new services, new offerings, new issues, new tensions that we're going to have to contend with in the future and that we can take action around meeting those tensions and addressing those tensions today so that we can steward the future and shape the future.

So what you'll be hearing from me today is really, sadly, in the scanning and futuring category. I want to preview some of the changes that we see as being especially important to the futures of young children and their families, and then to go into a place of possibility, so what might those mean.

So we're looking at the current state of things. Over the decade, due to intensive work towards improving the lives of young children and families, some measures show that great progress has been made. And you can see a snapshot on the screen before you. Yet at the same time, there's also ongoing challenges. And, again, we're all very much aware of these current day challenges, but just to surface a few on the screen ahead of you.

As we think about the future, I heard language around the north star. For Joe and Capita and for KnowledgeWorks, this first question, how do we ensure all young children and families can lead a life of dignity now and into the future, is our north star. And while we try to answer that question, more questions come up; things

like, what might an expanding gig and project-based economy for parents, child -- for children and support networks. So as we tend to narrow in on that north star, we recognize the journey there is riddled with uncertainty as captured by all of these questions presented by change in the future.

So even as organizations that aim to serve young children and their families are working to address issues and really begin to answer those questions on that previous slide, there's a multitude of forces of change across really the broader environment, not just in early childhood, that are impacting young children and their families in terms of the realities and their experiences.

Now, these five drivers of change are drivers across domains of which we feel are dramatically important for young children and their families. There are certainly more forces of change at play. But from our research, these five we felt offered unique challenges and unique opportunities to think anew again about how we might best support young children and their families.

So these forces of change are really introducing the questions, new opportunities, new challenges, and are really increasing the urgency of rethinking new programs, new practices, new policies, and even new systems, and even the underlying social values and cultural in norms

that support young children their families in building the foundations for flourishing futures. To truly work towards a flourishing society in which all young children and their families can indeed flourish, we need to really broaden our lines of inquiry and embrace complexity and begin to take action with a future in mind.

So the dive deeper into these, I'd like to first do a little bit of definitional language, the first of which is a driver of change. So a driver of change is a collection of trends, patterns, and other changes that are grouped together thematically that can point towards ways in which the future may in fact be different than the present. And then artifact of the future is essentially a story telling device. These are artifacts or images of the future that are informed by the evidence of change that the drivers present. Now, they're also created by making certain assumptions about where those trends may be headed or not. So our paper details five drivers of change, each with three corresponding artifacts. As I mentioned, we have to make and manage certain assumptions about where trends are headed or not.

Given our time today, I'm only going to preview one artifact across one driver, but you can get a sense of where they're going. This is not dissimilar to scenario building, only that these are discrete images rather than

telling a whole story.

So our first driver deals with deepening understandings of health and well-being. The efforts to support children's health and well-being have traditionally focused on markers such as health insurance rates, vaccination rates, and developmental milestones. With those -- while those measures will in fact remain relevant, the emergence of individual health data tracking through technology, along with the increasing interest in the health care field in moving from a primary focus on disease management to one of prevention and population-level health are changing approaches to supporting young children, families, and health and well-being.

So one of the questions this driver begs us to ask is that, in ten years time, how might individual health data tracking and increasing interest in health prevention at a population level have shaped the ways in which stakeholders define, manage, and measure children and families' health and well-being. So if we were to run these two counter-veiling trends out, one of the artifacts we developed is something called the bionanny.

The bionanny is a smart accessories for expectant mothers, infants, and children. It collects health, location, behavioral, and other personal data in order to

process it using machine learning and predictive analytics. It then provides continuous monitoring and suggested personalize interventions for meeting a range of health, behavioral, and developmental needs. Bionanny's recommendations also include an assessment of the risks that exist in the child's environment as a result of their genetic profile.

Increased interest in personalized health data for children is driving individualized sales with some insurance companies and public agencies now requiring parents to use the tool in order to receive benefits. Families in vulnerable socioeconomic situations have accused insurance companies and public agencies of coercing them into selling their data and using it punitively against them, which is further marginalizing at-risk populations. And in turn, health specialists have expressed concerns about the impacts of constant monitoring and on new -- monitoring and notifications on new and expectant parents and detrimental effects on their mental health.

So, again, this is an image. It's a depiction. It's not a prediction of what happens when we wind these trends out. But if we were to walk this back and begin to think through what these counter-veiling trends might mean, we're left with a few key considerations. One --

those include tackling decision making in a world of abundant data. So this assumes vast amounts of data collection, and really creates the occasion to ask, how might stakeholders usefully and equitably incorporate new health data collection and analysis tools to ensure that they're pursuing optimal outcomes. It creates key considerations around navigating the next frontiers of well-being measurement in that we must ask, how might stakeholders explore new approaches to evaluating well-being, including factors that are essential to young children and families' health, but which are difficult to quantify. And then, lastly, how might we develop consensus amid rapid innovation in an appetite for change.

And wearables, new notions of health and well-being really typify this tension. And these developments are usually running faster than we can come to a consensus as to whether they're good or substantive. And this is going to create a massive tension in the future as we begin to expand our own notions of well-being and how we measure that.

Our next big driver or domain area explores competing approaches to early childhood learning. So the purposes and structures of early childhood education have long been diverse and a point of debate amongst stakeholders, particularly in the absence of a formal

system or a consistent funding stream. Emerging social and economic concerns are leading early childhood advocates to establish new learning models that focus more heavily on preparing young children for work and life through rigorous practices amid significant uncertainty about what kind of world they'll encounter, and as a way of counteracting persistent academic achievement gaps.

So meanwhile emboldened by an increase and attention to social and emotional skills and by a pushback against overly-structured and optimized early learning environments, other advocates are beginning to prioritize young children's safety and stability as the core emphasis of early learning programs.

And, again, running these trends out and making certain assumptions, we came up with a range of artifacts. One in particular, we called Code For Tots, which imagined an early learning center. So in this artifact, the Code For Tots centers are designed to provide personalized learning to four-year olds through playful weekly one-hour experiences. At entrance of the center, a certified Code For Tots neuroeducator welcomes each child, briefly introduces their lesson, and takes them to an individual room, only the rooms are designed to look like a minimalistic children's space. They're all equipped with advanced monitoring technology to track each child's

cognitive development and their interactions with robotic instructors. Each child's brain is assessed in isolation in order to provide rigorous interpretations of the correlation between Code For Tots optimized play curricula and the brain waves generated. Every week, toddlers are encouraged to explore one 25-minute modular exploring basic concepts of things like coding, using music, circuits, toys, puzzles, and labyrinths. Each curriculum module is carefully customized by these neuroeducators with a strong concentration in coding, a key skill that kids will need to thrive in the future, according to many adults.

In the meantime, parents are invited to use the adults-only section and relax as their child engages in this form of optimized play.

Now, again, running this scenario out, there are a lot of key considerations to make as part of this future and a part of this tension around competing approaches to early learning. Among them are really setting priorities to meet an array of needs. So as that pendulum continues to swing between social and emotional learning and meeting academic achievement gaps, we're really going to need to figure out what we value in all of this and what's best for that young person.

So one of the questions that really put forth by

this idea is this is that, how might stakeholders create dignified and self-affirming learning experiences for all children. Another key consideration includes creating shared experiences in an increasingly fragmented system.

So as we have more options than ever to personalize early learning and more platforms to engage in that, we begin to lose one of the few instances where young children will interact with a diverse array of children from different backgrounds, including socioeconomic backgrounds. So how might stakeholders create and nurture opportunities for equitable shared experiences for young children and their families within a diversifying early learning landscape.

And then, lastly, how are we going to assess results beyond just averages and numbers. So how might early learning providers and programs assess their success using qualitative measures that respect young children's individual progress and which provide a broad view of their development.

Our next driver or domain looks at the --

MS. BELSHE: Can you just pause for questions?

MR. SWANSON: Absolutely. Yeah, I'll pause for questions, ma'am.

COMMISSIONER ABDO: Do we have questions now?

COMMISSIONER ZEPEDA: I have a big comment. My

anxiety is rising as I'm hearing this, but I'll wait until the end.

COMMISSIONER ABDO: Other comments? Questions?

COMMISSIONER PLEITEZ HOWELL: I do have a question on how the trend analysis is done. So a lot of what is future looking or sort of technological fixes, the trend lines for beforehand in the early learning field don't include technology as much. So I'm wondering what's making us leap from our current trends to technology in this particular field.

MR. SWANSON: So in terms of the artifacts being more technologically driven.

The easy answer is, there's a range. You're hearing about more of the technologically mediated ones. So one of the -- the methods that we wanted to employ in looking at how we generated these artifacts would be, one, to lay bare all those assumptions about where those trends are headed.

The other piece and construction that we wanted to think through different layers, starting with children, branching out to families, branching out then to community, and finally society. And so we wanted to create artifacts that would rest at every level. So you're hearing a lot more of the family and children-oriented artifacts.

But we also wanted to create the occasion to question some things, where, on the surface, something like bionanny make as a lot of sense, right? From my child's perspective, I can get a lot of personalized feedback around their well-being. But as I move up sort of those categories, I move out of that concentric circle, what are the trade-offs in terms of benefits at that child's level to trade-offs at the community level, at the society level, you know, at the family level. Those trade-offs might include the ethics around data, the equity issues included in terms of access.

You know, one of the details for that specific artifact was -- you know, it's always in the fine print, right. And the fine print of this, it said families that can't afford it can be provided one free from our partners. So if we wind that out, we can say, okay, so if you're trying to address this equitably, the trade-off here is then you're selling all your most precious data to what end.

Any further questions?

COMMISSIONER ABDO: Anyone else ready?

COMMISSIONER HEGER: I just see an enormous blip where the poor get poorer and the rich have access to all kinds of amazing things. So I guess my concern is that we continue to marginalize the very poor and those who have

little access to services. And then, of course, being a child abuse doctor, I tend to sit here and wonder and realize that the only real access to those kids is a personal access. So that would be my concern.

MR. SWANSON: Absolutely. That is one of the biggest implications that we walked away from this, is the danger of the every-widening equity gap. You know, early childhood, the need to create stability and supports in a world where you're dealing with accelerating change and massive amounts of uncertainty from workplace structures, the familial structures, to living in really isolated streams of data where I can create my own reality at the expense of community. So part of that equity conversation we saw is, given the trajectory of these changes, how do you balance the ability to increasingly personalize every aspect of your life and your child' life with the needs of the broader community. How do you reconcile those two things. How do we think -- how do we leave sort of binary thinking behind of, what am I giving up in terms of my freedom to -- is there a quote/unquote third way, right?

Any other questions?

COMMISSIONER HEGER: I just want to comment on the initial comments of the idea of loneliness and the idea that when -- that being poor is lonely is what my -- my patients tell me that -- that being poor is lonely, and

the idea of isolation. And so I'm really eager to hear how we create a system where individuals are not isolated and where we no longer talk about trauma-informed care because we've got rid of trauma. I mean, I think that's the direction I would -- I'm really interested in.

I'm fascinated by this, and I could certainly see, as a privileged human and my kids benefiting from all this IT, but my patient population is lonely and hungry and don't have access to this. So I think that's where I -- where I am. And I would love to see some forecast to tell me how to deal with that issue.

MR. SWANSON: Absolutely. I'm going to parking lot that and return back to it in just a moment, if that's okay.

COMMISSIONER HEGER: That's fine.

MR. SWANSON: So from the changing notions of autonomy piece, we see two counter-veiling trends. So changing values, an innovative evidence based on research are really fueling this debate, right, among the best ways to support young children's agency and how much structure they needs, sparking really new realities for children and their families.

So for the sake of time, I'm going to leave behind the artifacts of the future. But a couple of really key considerations here is really just this idea

that we need to recognize that there are essentially unequal rights when it comes to agency and autonomy; that we have certain expectations based on the color of certain children's skin about what autonomy looks like; that we need to evaluate and elevate the role of cultural in promoting child development, and that there are different expectations culturally when it comes to child autonomy. Then, lastly, how do we prioritize developmental levels in children's agency as well. So there's three big factors at play here.

So, lastly, the diversifying social infrastructure really looks at shifting support structures and new sources of information and challenging how families navigate and access resources. So some families are already self-organizing their own solutions that match the -- their diverse needs, while governments and other traditional institutions are increasingly prioritizing family and children.

So the key considerations here really deal with creating institutional solutions in a low-trust environment. So we're at a time when trust in government and policy is at an all-time low, yet very much needed. So how do we cultivate trust in those environments as we really look at innovating in this space? How can we challenge the assumptions really embedded in family

supports as well when it comes to all levels of society? So how might stakeholders more authentically assess and anticipate children's and families' complex realities and needs. And, lastly, how are we going to foster public will for respectful family support? So how might stakeholders respectfully support families and children in ways that promote dignity for all?

So I lied. There's one last one. Care giving influx. So new economic realities and changing demographics are raising questions about the role of care giving in our society. So as the economy transitions away from things like predictable schedules and long-term relationships between employers and employees such as Joe's example of the Lyft driver, parents needs for children are going to become even more diver. So what does it mean to have support structures in an increasingly gig-based or project-based economy when your working life is riddled with uncertainty?

So a couple of key considerations here are, how are we valuing care giving and society. So how might stakeholders examine the role of care giving in society and set up systems and structures that reflect the true value of care giving? How are we going to position care giving as a stabilizing force? So how might stakeholders reorient care giving structures to prioritize stability

for young children and their families as other forces like the gig and project-based workforce threaten to make their lives decreasingly stable? And then, finally, how can we leverage intergenerational relationships? So how might stakeholders embrace intergenerational relationships when developing future care giving solutions? How can we tap into an aging demographic?

So I'm going to turn it over to Jeff to share out just a bit of what took place yesterday.

MR. BAILEY: Good afternoon. Let me add my word of greeting to Joe's and Jason's. I'm Jeff Bailey. I'm director of strategy with OpenFields, a social impact consulting firm. We partner with Capita, often taking the insights that are generated from them in helping our partners and organizations implement those ideas in the work that they're doing.

Yesterday we had the chance, as was already mentioned, to present some of these initial findings from the forecasting report with senior members from the team and to get their reactions and interactions around those ideas. And I wanted to capture just briefly some of the responses and interactions with those ideas that came out of that time together so that that's on your radar as well.

So I'll just briefly mention four areas in

particular that stood out in terms of interactions and reactions from senior team members yesterday. First of all, there was broad appreciation for an approach to children's well-being that is more expansive and more holistic. The initial findings from the forecasting report that we shared with senior team members yesterday underscored just how important a more holistic approach will be in the days ahead. Static metrics, think of vaccination rates or things like that, will continue to be important and have their place, but we also need to begin working towards more dynamic metrics of well-being.

Moving in this direction, as has already been noted, however, raises some difficult questions, which many noted yesterday: What are the appropriate metrics for a more holistic understanding of flourishing? How do we define quality or readiness and who decides? Does such an approach run the risk of actually widening the equity gap, putting certain interventions out of reach or making new forms of holistic support unaffordable?

Secondly, in First 5 LA's work with different populations, it's clear that diversifying social structures are fast becoming a three-generation issue, involving at the same time children, parents, and seniors. Team members noted that, in light of these future trends, while First 5's work in home visits and partnership with

DMH are important steps, services can no longer afford to focus in siloed ways on children, only the rapidly increasing intergenerational dynamic means that we need to more urgently develop ways in which our systems of care for children, parents, and seniors are better integrated.

Third, many team members yesterday noted the need for more nuanced and sophisticated work in the areas of equity. On the one hand, it was pointed out that equity is a front-and-center issue for everyone at First 5 LA, and the focus of much energy and creative thinking. On the other hand, there was a feeling that we still have a long way to go. As an example, one team member noted that the need for First 5 LA -- there was a need to better listen to parents. They pointed out that, while there was a shared recognition of the importance of doing this, the organization didn't yet have all the mechanisms and tools in place to do that effectively and needed to work with its county systems partners to build those mechanisms in a more adequate and full way.

And then fourth and finally, there were various observations about the way First 5 goes about its work in light of what comes out of this forecasting report and the desire to do this in even smarter and more strategic ways.

Some of the question that's were asked yesterday included, across all our areas of focus, which are making

the greatest impact and bringing the greatest return? How do we engage with issues that are technically outside our scope, but which affects our work with children and families? How do we make sure we're being agile and responsive to changing trends without losing our focus? Related to these questions, team members also expressed a desire for deepening integration across different areas of focus in order to achieve greater cross-cutting impact.

So there were a lot of rich insights and generative thoughts that occurred from our time together yesterday that we wanted to you have a brief summary of.

I think at this point, with the time that we have remaining, we'll open it up for questions.

COMMISSIONER ABDO: Okay. Marlene.

COMMISSIONER ZEPEDA: Thank you for that presentation. I guess I got thrown off a little bit with the artifact presentation, with the technology piece. It was sort of -- that's why my anxiety was rising because, when we're talking about young children, we're talking about human interaction and social connection. And I think Astrid brought that up in terms of the loneliness issue; that that really is at the center of human development. And so having technology intervene with that and seeing that as a possibility, I'm not convinced necessarily that that is -- is -- if that's the future, it

scares the hell out of me, actually. And so that was my reaction when I saw that.

I'm glad you ended with the commentary from the senior staff because I think that brought it home back to the SPR4 discussion and how the forecasting will look. And I understand that we're talking about like ten years out or even further, and it -- there could be a generational perspective that this board might have with regards to human development and early childhood. That may change because it does, it changes over time.

So that may also be the reason why my anxiety was rising because I wasn't trained with that. And there's very good examples of how technology is hurting our -- our children and their development, and -- and I'm concerned.

COMMISSIONER MARTINEZ: I just want to add, I mean, we just spent how many years to getting Talk, Read, Sing into our mindset, right? We finally -- people are repeating that, they're understanding that. So to make this switch even in ten years, it seems -- it's very daunting to me.

MS. ALTMAYER: I just want to make a point of clarification. These were used -- these artifacts were used as sort of provocative points to prompt our thinking, not that those would be scenarios that we would either advocate or endorse. But I think, as we all recognize, an

increasing pervasiveness of technology, what are some possible ways in which we can see technology. And we had a very I think robust conversation that was alluded to among our directors and the executive team yesterday to say, what can this possibly look like. Artifacts become triggers for those conversations, and we definitely recognized, as you heard, the fact that, you know, we see it. You know, we talked about the pervasiveness of whether there's iPhones or iPads at tables at restaurants and that reliance. And so what does that mean and how can we continue.

So one of the conclusions we had is the critical role of parent education and communication about counter-balancing. And maybe that's a role in which First 5 LA needs to more actively embrace.

So it was to prompt our creative thinking about, if this is a potential scenario for the future, what does that mean for our work today.

MR. SWANSON: Absolutely. And to be clear, it gives me just as much anxiety. That is -- it is not a future we would advocate for, but if we want to be true to where we see certain trend lines moving, then --

COMMISSIONER ZEPEDA: Yeah. That clearly -- you know, the digital world is upon us, and we have to figure out how we're going to navigate that. I certainly don't

disagree with that point of view. But I also think that, in terms of child growth and development theory and principles, we're -- it's -- the digital revolution is rocking our theoretical foundation on how we see identity development. We could go through a whole longer list. And I don't know where we're going. And I think that's scary for a lot of us.

COMMISSIONER ABDO: Carla.

COMMISSIONER PLEITEZ HOWELL: Mr. Swanson, the overview you gave us on the conversations that we have now shaping our future was really helpful. And for our refinement, I'm wondering what advice you all have in terms of conversations that are being set at this moment that you did see the equity gap, the achievement gap growing, because we should be looking at those trends. And you elevated quality or quality conversations, and the field is having conversations right now about, there are parts of the QRIS system that sometimes favor certain aspects of folks that are already receiving services. And for our refinement process, if there are sort of trends or tools we could be looking at that show where in the future it does show a bigger gap for us, I think that's a really helpful analysis for looking at our refinement and looking at our equities next sort of implementation of that.

MR. BAILEY: So I'm trying to think of existing

publications or tools that might be an aid for that. I will get back to you. We'll have to dive back into our research to see what would be helpful, but --

COMMISSIONER PLEITEZ HOWELL: Just where's there's a widening of gaps in the future, yes, seeing wherever you all saw some of those trends would be helpful.

MR. BAILEY: Absolutely. So it ranged, right? So everything from, if we're looking at a more digitally-mediated future from device access, right, to expectations around what children get to exercise certain autonomy, and others who maybe were not as comfortable with them exercising freedom, to what's the purpose of early childhood education, as you heard me kind of begin to touch on, right? So do -- we have a tendency in the ed space to -- with certain populations to think that we have to teach them how to learn, right.

So there's equity considerations for nearly everything we covered in that forecast. I know that that's not entirely helpful right now. But at end of the day, looking across all of this and going back to your comment earlier, one of the best ways we saw, as we look through all the uncertainty of the future and all the trajectory of these changes, boils down to what we all know is true right now in 2019, and that is the caregiver

or the adult as the constant, right? So the external world of a child is going to be always changing because of the digital revolution, because of the pendulum swinging for the purposes of education to climate volatility to changing notions of the family. The inner world and those constant needs stay largely the same. And despite all of this change, you can't overstate the role of the caring adult, right, from an equity standpoint to a loneliness standpoint to a developmental standpoint.

So as a -- from a policy standpoint to a funding standpoint, what are the ways that we can elevate and support those caregivers, both the usual suspects and the unusual suspects. And that, to me, is the greatest challenge in all of this and can go a long way to solving many of those issues and many of the tensions that were identified in the forecast.

COMMISSIONER ABDO: Okay. Romalis.

COMMISSIONER TAYLOR: I think we need to also put in this perspective of where we're going as a society. The automation in the economy is driving the decisions that families are making on how to take care of their children. That impact is huge. Not only that, but how decision makers or leaders are making decisions about what we're going to do based on that economy, and that's effecting the children and the families. And then you get

into the inequities between those that have and those that don't, and how do we elevate them and keep the vision of America alive that anybody can rise, and how do we instill that in them and so that they can rise and how do we make that a valued importance that we don't lose that because that's who America is.

The other thing is, is knowledge is key. I can't tell you how many parents out there don't know a lot of things that could help them and help their families. So in this inequity and saying has to be educating constantly in the evolving environment and the change so the parents stay on top of it.

Families are making decisions not to have babies. I'm just pulling from your study, from your report. They're making decisions not to have children because of the economy. That's driving their decision making, which is horrendous. But then you have on the other side those that don't know are having children that are not getting any help at all. So we're creating this dynamic that could come to crush us as people, in the future. So the idea is, how do we elevate everyone and deal with the other issues. If you've got the money and you can do all these things and you become high tech, then you become socially isolated and become the AI person. The AI person starts talking to you and you think they're human, and

they're not.

I'm into sci-fi. But the idea is, we have to think about these dynamics because that is the projection that you put.

But then when you look at for Hispanics and African-American, the four-time problems or the ten-time problems that are created. When you leave people behind, you create a huge problem for the future. And so the idea is, how do we elevate everyone and how do we bring it back.

One thing I heard on the thing in the news for everyone, the -- the level of income is dropped off for everyone, except for the highest running groups. You know what happens when that -- when that goes too far, right. Chaos and revolution. So the end result is, we need to buffer that as a part of that future, how do we prevent that kind of future from happening as well.

So I go back to the knowledge. If we make parents aware and we integrate the older adults to help stabilize both the -- I call it the Millennials and the children and show the strength of what the older adults can help weld that together so that we don't make those kinds of mistakes pulling on their knowledge and experience of history, you know.

Somebody told me, a kid didn't know how to -- it

was a story. They gave the kid a dial phone, right?

MR. BAILEY: Said you had four minute to dial this number.

COMMISSIONER TAYLOR: Yeah. It's amazing. They didn't know how to dial it. They kept pushing the button and they couldn't dial. And they said, make a call. And fact that we don't have that history and we don't have that knowledge that an old adult can transition and educate so that the young people say, this is history and this is how you do it.

So there has to be that continuity in this. And we have to look at that issue about the equity of the family up and down so that those that think they have the knowledge, don't make the mistake that other have made in the past. Let's throw it out there.

MR. WATERS: I think that's an excellent point. And one of the things that we have started to do at Capita is to think about the early childhood field increasingly in terms of being the principle stewards of the relational health of our children in communities, beginning with the dyadic relationship between the parent or caregiver and the child, but spreading out beyond that to the relationships that surround parents and communities, particularly our most vulnerable communities, and really recognizing that the language about responsive reciprocal

relationships, which we have understood to be the core -- part of the core story of early childhood development, must also become part of the core story for our parents, for those who support the parents, and for the broader communities.

So for us it's increasingly about the knowledge, but also creating the habits and the practices around relational health for parents and children and then spreading out from there to whole communities.

Hopefully that -- that --

COMMISSIONER TAYLOR: The importance of the grandparents in this dynamic, I can't say enough about because they become the knowledge -- the history keeper and the help. Because when you have young people come back and turn to you and say, well, did you ever have this experience, and then they can share. And that -- that's a continuity so that they don't make the same mistakes that others have made.

MR. WATERS: And it's going to buffer the strengths of the parents.

COMMISSIONER TILTON: I love the whole intergenerational focus because grandma doesn't understand Twitter and doesn't know how to operate the iPhone, and it does create a more likely environment for person-to-person exchange.

I did just want to say that, at some point, whether it's relevant here or not, we need to strike a balance between the positives of technology and the incredible -- excuse me -- the incredible positives and the incredible negatives.

There are so many kids who are victimized by cyber crimes, by social bullying -- Internet social bullying. Little kids -- an iPhone is stuck in front of them when they're ten months old, and that's their entertainment. They're watching videos. They're watching cartoons, whatever it is. I -- I don't know if anybody saw the Diane Sawyer specially on the impact of technology on children in our country. It's scary. There are families that sit around the dinner table, each has a iPhone -- their faces stuck in an iPhone. They don't have any face-to-face contact. There's also really alarming connection between kids who kill themselves and technology, not just the social bullying, but because there's no real contact, there's no person-to-person contact.

So I think the challenge is to establish a balance between the benefits of technology and the -- and the really important need to focus on the diminishing dependability on technology versus human interaction. And so I think that's a challenge for us because I think it

would be important for us to focus on discouraging this dependence on technology and the forms that it takes at this time. I think it's great if you can technologically make sure your kid doesn't run out in the street. I think that's a great example. That's different.

Just to say that we have an annual seminar on cyber crimes, and it's frightening, frightening what happens with families and children through the Internet. And it's too complicated for me to ever understand. That's why grandma is good for relationships.

MR. SWANSON: That was one of the big overarching implications, too, we saw in this work is that, how can we leverage technology as a medium for really nourishing relationships rather than a replacement for it, you know, hey, just sit on the iPad as I do this thing.

So, yeah, you're exactly right; how do you strike that balance, how do you create the awareness of the trade-offs and not just make it the easy answer.

A lot of times we like to use technology for a surface level answer to a very deep problem, right? And if we begin to walk that problem back several steps, it's not a technological answer, it could be intergenerational continuity. It could be just peer-to-peer interaction, right?

So, yeah, I agree it's a sticky, sticky problem.

COMMISSIONER ABDO: Yeah.

COMMISSIONER THOMPSON: I just want to thank you. I think this is an incredibly important presentation, even though it made me hearken back to some Black Mirror episodes. I don't know if you all watch the show.

But I think we need to realize that these technologies are closer than we think. So take a look at Mind Strong, which is Tom Insel's startup in Silicon Valley. He used to be director of NIMH. They are kind of monitoring people's mental health symptoms realtime, letting people know when they're getting depressed before they even know they're getting depressed. So check it out. It's pretty incredible. And there's all sorts of things going on with child welfare and predictive analytics and attempting to predict future behavior.

So I think some of the scenarios you raised really aren't that far off. Ten years is maybe things like that are going to be here even before then. And it kind of in my mind raises the issue, how do we get involved on a policy level to make sure that these things are implemented responsibly. You know, ultimately, they're coming, regardless, and we may not have a lot of control over how they're implemented.

To the extent that we're able to use our expertise and our pull to do that, I think it's going to

be incredibly important. Because, I mean, I think looking out ten, 20 years, it's just -- I don't know that we've done that as much as we should have. But I think going forward, it's going to be important.

COMMISSIONER ABDO: So I've a couple of things I want to say, one of which is that it reminded me of Brave New World and some of the readings that I was doing long ago, and kind of looking at how those almost apocalyptic books were ending. It was not good. So it's like, yeah, it's important to really look at this, but to what end?

So -- and I was thinking, even before Romalis talked about the telephone, when the telephone was invented and it -- and it became -- I'm -- I'm assuming that it was very gradual coming into people's lives, into their homes, and into their use. And -- and now, I don't think we ever talk about how the telephone itself is a problem. It's -- it's more what we've done more recently with -- with that kind of technology that we don't quite know where it's going yet. With the telephone, we kind of know where it got to by now, and then built a much bigger world.

And I was reminded of a friend of mine that I -- a coworker who said to me once that the fax machine was the work of the devil because -- I mean, I was thinking of a fax machine as a helpful tool. And he was saying, but

it separates people. It -- it makes that -- it gives them an opportunity where they don't have to interact with each other. And yet, we hardly have fax machines anymore.

So -- so the changes in technology are, number one, partly under our control. And number two, things just go away. And then what? You know, where -- where are we going? And we cannot at this point truly predict was going to be happening in ten or 20 years. Took the telephone longer than that to get into all of our homes. But it's -- it's going to be much faster I believe now and the effect on families and young children will happen much more quickly, and it will be harder for us to predict what those impacts are going to be.

MR. SWANSON: Absolutely. What you're describing perfectly is accelerating change, right. And technology is the perfect medium for that. And to your point, yeah, because of that accelerating rate, it's a fool's errand to try to predict anything ten, 20, 30, years out. There's a lot of value in just thinking through those changes now in multiple narratives, right?

So in effect, despite the fact that we throw future into all of this, none of this is about the future, right. It's all about trying to make sense of current day change and thinking through multiple narratives in terms of that impact so we can have discussions about frameworks

for technology, about loneliness, about equity. So it allows us to create a different mental model to think about this litany level headlines that maybe are driving us nuts, right; the fax machine is the devil, or as a system to stay connected. So I totally agree.

COMMISSIONER ABDO: Yes, Astrid.

COMMISSIONER HEGER: Number one, I love the idea of having cameras, as a child abuse doctor, on every corner so we can monitor the safety of all the kids. So that's okay with me.

I'll talk to you afterwards, but I'm dealing in this fields. There's a guy that's developed a technology that you can put into your Wi-Fi that prevents cyber access to your kids and -- on a lot of different levels, which I think is probably extremely important, especially for foster kids.

And one thing you said that was really profound and I completely -- well, a lot of things you said I though was profound and provocative and makes us think. One is that it is a dyad between the caretaker and the kid that is as a constant and consistent and an important piece, and that -- and I believe the idea of knowledge to that caretaker so they understand their child is critical. That is static. And the idea of getting better caretakers is clearly important in my brain.

The one thing that I think we can change, and Romalis touched on that, is the community that surrounds that caretaker. And from my perspective, you know, it's the idea that we're all responsible for those around us and that we prevent isolation. Even if you're extremely poor -- and I see the poorest of the poor -- is that you have a neighborhood that is concerned about, again, the factor of the dyad between the two.

So I really want to emphasize that in looking at the future, is how do we strengthen the dyad between the caretaker and the child. But then how do we also make the village responsible for that family in a way -- because it's been shown, if you have two or three people you can call at 2:00 a.m. when you feel like killing your kid, you can actually prevent them from killing their kid. And I would love to talk to you some more afterwards, but I think about some of the things that we're doing in LA county that I think work.

But that's -- in my mind, that's what nationally where I really focus on, is the idea of knowledge for the caretaker and the community responsible.

COMMISSIONER ABDO: Anyone else?

COMMISSIONER ZEPEDA: Can I ask a question.

COMMISSIONER ABDO: Yes.

COMMISSIONER ZEPEDA: I'm in cognitive dissonance

right now. And maybe this is for Christina.

And I'm not -- I'm just trying put the pieces together here with -- with the -- the refinement process that we're going through where we're really more I think on the ground very factually oriented, and then this is a more, as you said and I -- the provocative future and what that looks like. And I'm just trying to figure out how those two levels of abstract -- while one's more abstract, maybe it's not as abstract as we would like it to be, and one's more now realistic, how do they go together, or how does one inform the other? Let's put it that way.

MS. ALTMAYER: I think you said it extremely well, Commissioner. This is the conversation that we're having. We are absolutely -- you know, in last month we talked a lot about the trends, right; what have we seen of the trends as we think about a number of different factors that influence families, as well as how the experience of some of those trends differs racially, socioeconomically, geographically, so sort of, where are we today going forward. And this was really just to compliment our thinking of not just thinking about where we've been and how that projects forward, but also what are some other ways thinking about the future of how it could trend.

So that, you're right, as we enter into the strategy refinement, I wouldn't say that there's like a

direct link of exactly, but it's really to have that awareness so that, as we're going down deeper into strategy refinement, we are holding kind of both of these possibilities to prompt our own strategic and creative thinking going forward.

So we wanted it to be the space where we could begin to think a little bit about how could future trends influence what we need to think about. And I think some of the -- as you heard, some of the take-aways that we had as staff enriched by your comments help to us think about how do we frame some of these questions so that, when we're thinking about family engagement, we're recognizing that there are some counter-balancing forces -- maybe technology is one of them -- that could be working against places in which families are looking to engage both within themselves as a family unit and within their larger community. So what do we need to do if there are some of these forces that are potentially working against our intent for family engagement, just as an example.

COMMISSIONER ZEPEDA: I always thought of technology as a socializing agent. It's another -- it's not a person. It's a AI or whatever you want to call it. Might become a person in the future. But it is social -- it's a socializing agent and it is something that we really don't -- we have not wrapped our minds around in

terms of child growth and development. And maybe that's something we have to really think about as an organization going forward in relationship to what our goals and objectives are because it is coming upon us, and I think that we want to be prepared for five years, ten years. We should think about that. I don't want to, but --

MS. ALTMAYER: I would say -- if I may just say one last. We have seen where the power of technology has been helpful in our policy and advocacy efforts, just as you say, as a way of mobilizing and creating awareness. So how do we continue to use that, but then also, how do we think about where we need to strengthen that parent-child interaction in a way that is -- technology is not viewed for a replacement for what we recognize is that essential value.

COMMISSIONER ABDO: One of my take-aways here is that Talk Read Sing is not going away. Those are skills that still need to happen.

COMMISSIONER ZEPEDA: But you can have a robot doing that.

COMMISSIONER ABDO: I understand that issue. But still, Talk Read Sing. And the singing part of that brings into me the whole issue of art and how that -- we sort of put that aside when we talk about technology, but art is a really important part of what -- of life that --

especially for very early learners. And I don't want us to forget that.

Any other last words?

MR. WATERS: Thank you very much.

COMMISSIONER ABDO: Thank you very much. It was very provocative.

MS. BELSHE: John, are you going to say a quick word on the budget?

MR. WAGNER: Yeah. I can't think of a bigger leap than going from such an abstract conversation to our budget, but we will do that. And we -- this next item on the agenda is actually a written item. So there's not a presentation, but I think, following up on Kim's comment, just wanting to make a couple contextual remarks so people understand where we're at in the budget process.

This is the regular part of the budget process where we do bring back to the board the initial budget recommendation. And you'll see that and have it in your board materials. And this is for the fiscal year 2019-2020 budget.

On the 2nd of May, we did have an opportunity to spend some time in a joint committee meeting, a joint meeting of both the budget and finance and the executive committee. And given the purview of the executive committee, it really gave us an opportunity to dig in a

little bit on the operating budget. We know we have an operating budget and a program budget, both of which comprise our total budget. So we had that meeting on the 2nd.

And then we also bring the proposed budget to the program and planning committee. And that is scheduled for May 23rd. And it's really an opportunity for the program and planning committee to get much more in the detail on the program budget. So we are at that point where we've had that first touch point with the exec budget finance. Next step is the program and planning committee.

And all much these conversations, all of these discussions really give an opportunity for the board to have a lot of input into our budget process. And then we always call out what has changed from those various committee meetings when we bring it back to the board.

So the written budget you have is for your consideration. This -- after we go to PPC, we will bring it back to the full board of commissioners scheduled for action in June.

And with that, I would just like to acknowledge our finance team and also acknowledge that Raoul and Daisy -- Raoul Ortega and Daisy Lopez are here if there are any questions at this point in time, but we will have an opportunity to go into further detail at PPC.

COMMISSIONER ABDO: All right. Who's got questions?

COMMISSIONER ZEPEDA: I just -- will there be any changes to what we have in our folder, do you think, by the PPC meeting? Any particular --

MR. WAGNER: I don't think we anticipate any to the PPC.

MR. ORTEGA: As of now, there would be no changes.

COMMISSIONER ABDO: That's all you needed?

COMMISSIONER ZEPEDA: I'm just not going to here. That's why I'm asking.

COMMISSIONER ABDO: Other questions or comments?

COMMISSIONER TILTON: I just want -- I want to thank you, John, because I looked at all these numbers and all these pages and went, OMG. You know, I hope people other than I am looking through this. And it looks like it's going through a process of committee review.

MR. WAGNER: Definitely.

COMMISSIONER TILTON: So I appreciate it.

MR. WAGNER: Thank you.

COMMISSIONER ABDO: Anyone else?

Okay. I look forward to two weeks from now really diving into it yet again.

Okay. We're now at the public comment part of

our agenda. Are there any requests to speak?

SECRETARY: No public comments.

COMMISSIONER ABDO: Okay. I think that we are at that point where we are adjourning.

(At 3:51 PM, the meeting was adjourned.)

C E R T I F I C A T E

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

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

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

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

Attested to on this 21st day of May, 2019.

DocuSigned by:
Heatherlynn Gonzalez
AE10E8980664405...

CERTIFIED SHORTHAND REPORTER

FOR THE STATE OF CALIFORNIA

Agenda Item: 2B
Date: June 13, 2019

FIRST 5 LA

SUBJECT:
Monthly Financial Reports

RECOMMENDATION:
Approval of the monthly financial statements for the month ending April 30, 2019.

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

DISCUSSION:
First 5 LA began the month of April 2019 with a cash balance of $386.5 million. We received $2.7 million in revenues. There were $6.9 million in program expenditures, and $1.5 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of $380.8 million.

This report includes detailed financial information for the months ending April 30, 2019. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

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

- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of April 30, 2019.

- Detailed operating and program expenditures: Shows expenses against the FY 2018-19 Budget approved on June 14, 2018, and adjusted on March 14, 2019 as well as a report of expenditures related to programs functioning as pass-through agreements.

Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
April 30, 2019, Unaudited

		REVENUES AND EXPENDITURES	
Cash Balance as of March 31, 2019	**$**	**386,554,984**	
Revenue			
Monthly State Allotments	$	2,042,496	
Medi-Cal Administrative Activities (MAA)		-	
State Commission - Other Program Funds		100,246	
Interest Income - Unreserved		581,482	
Investment Income - Other		-	
Rental Revenue - La Petite		19,761	
ECE-LA County IMPACT		-	
Total Revenue	**$**	**2,743,986**	
Expenses			
Program Budget (Attachment A)			
2015-2020 Strategic Plan: Focusing For The Future	$	6,836,503	
Legacy Investments		114,816	
Total Initiative/Program Expenses	**$**	**6,951,319**	
Pass-Through (Attachment B)			
Medi-Cal Administrative Activities (MAA)	$	-	
Total Pass-Through Expenses	**$**	**-**	
Operation and Administration (Attachment C)			
Personnel	$	1,359,643	
General Operating		40,905	
Consultant Services		30,993	
Professional Services		14,654	
Travel Expenses		36,480	
Professional Development		23,521	
Capital Improvements		9,862	
Total Operation and Administration	**$**	**1,516,058**	
Total Expenses	**$**	**8,467,377**	
Variance (Revenue - Expenses)	**$**	**(5,723,391)**	
Cash Balance as of April 30, 2019	**$**	**380,831,593**	**(1)**

NOTE:
1) Tabacco Tax Revenue for January 2019.
2) Cash Balance excludes fixed assets and liabilities.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2018-19 BUDGET
APRIL 30, 2019, UNAUDITED

INITIATIVE/PROGRAM	FY 2018-19 BUDGET	APRIL EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Strategic Plan Priority Outcome Areas				
Families	41,383,000	3,559,671	26,165,719	15,217,281
Communities	20,482,000	683,663	7,517,728	12,964,272
Early Care & Education Systems	25,793,000	1,225,583	15,144,216	10,648,784
Health-Related Systems	3,687,000	101,506	1,365,599	2,321,401
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	2,715,000	71,476	1,364,307	1,350,693
Communications & Marketing	6,121,000	836,715	3,621,162	2,499,838
Communications - Conference Funding	275,000	14,500	206,275	68,725
Strategic Partnership-Cross-Cutting Funder Partnership	745,000	-	112,685	632,315
Strategic Partnership-Grantmaking Memberships	41,000	-	35,425	5,575
Strategic Partnership-Partnership Development	160,000	-	-	160,000
Community Engagement and Advocacy	161,000	-	-	161,000
Policy & Strategy - Emerging Opportunities	75,000	-	17,500	57,500
County Partnerships	165,000	-	-	165,000
Integration & Learning				
Communities of Practice	131,000	3,373	4,050	126,950
Data Development and Integration	975,000	62,530	351,788	623,212
Data Partnership with Funders	850,000	-	425,000	425,000
Grantee Assessment	75,000	-	32,573	42,427
Impact Framework	112,000	7,502	60,894	51,106
Knowledge Management	178,000	-	-	178,000
Learning Plan Development	200,000	7,281	60,090	139,910
Program Evaluation	3,320,000	262,703	926,817	2,393,183
Integration & Learning - Emerging Opportunities	100,000	-	-	100,000
Subtotal 2015-2020 Strategic Plan	**107,744,000**	**6,836,503**	**57,411,828**	**50,332,172**
LEGACY INVESTMENTS				
At-Risk Fathers Investment	295,000	5,748	145,439	149,561
Baby Friendly Hospitals	150,000	-	82,911	67,089
Black Infant Health	1,863,000	10,079	275,979	1,587,021
Children's Dental Care	372,000	-	63,334	308,666
Information Resource and Referral	1,240,000	98,989	893,588	346,412
Little by Little/One Step Ahead	3,500,000	-	2,181,362	1,318,638
Parent Child Interaction Therapy	4,171,000	-	865,542	3,305,458
Policy Advocacy Fund	55,000	-	-	55,000
Subtotal Legacy Investments	**11,646,000**	**114,816**	**4,508,155**	**7,137,845**
TOTAL	**119,390,000**	**6,951,319**	**61,919,983**	**57,470,017**

The FY 2018-19 budget reflects the mid-year budget adjustments approved on March 14, 2019.

NOTES -PROGRAM EXPENDITURES BY FY 2018-19 BUDGET:

Journal entries for FY 2017-18 accrued expenses were reversed in July 2018. The amounts reported are the actual program expenditures for April 2019.

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LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
EXPENDITURES - PASS-THROUGH
APRIL 30, 2019, UNAUDITED

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	APRIL EXPENDITURES	YEAR TO DATE EXPENDITURES
Medi-Cal Administrative Activities (MAA) - LA County Charges	-	-
Medi-Cal Administrative Activities (MAA) - Participation Payment	-	-
TOTAL	-	-

Los Angeles County Children and Family First - Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
APRIL 30, 2019, UNAUDITED

OPERATION AND ADMINISTRATION EXPENSE	APRIL ACTUAL	FISCAL YTD ACTUAL	FY 2018-19 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	1,053,475	11,171,496	13,803,286	2,631,790
Fringe Benefits	306,168	3,035,948	3,961,920	925,972
Total Personnel Services	**1,359,643**	**14,207,444**	**17,765,206**	**3,557,762**
General Operating Expenses				
ADP Payroll Charges	923	27,736	38,000	10,264
Workers Compensation Insurance	-	63,139	65,000	1,861
Utilities	-	118,028	165,000	46,972
Corporate Insurance	-	30,927	75,000	44,073
Mileage, Parking and Other Transportation	3,084	34,579	63,950	29,371
Telephones	7,910	55,191	67,000	11,809
Cell Phones & Mobile Devices	1,875	20,222	53,500	33,278
Outside Printing & Publishing	-	4,937	22,000	17,063
Other Supplies	(14)	7,452	20,250	12,798
Postage & Delivery	-	9,799	13,200	3,401
Educational Supplies	22	690	7,100	6,410
Office Supplies	2,960	50,515	87,500	36,985
Subscriptions & Publication	1,366	16,270	21,000	4,730
Equipment-Rents & Leases	2,599	36,805	119,000	82,195
Building Repair & Maintenance	-	165,127	192,000	26,873
Equipment Repair & Maintenance	4,960	9,483	24,000	14,517
Offsite Storage	657	17,384	34,400	17,016
Hardware & Software Maintenance	6,748	115,596	244,300	128,704
Miscellaneous/Contingency	-	-	75,000	75,000
Internal Meeting	7,815	73,667	137,100	63,433
Divisional Capacity Building	-	-	100,000	100,000
Total General Operating Expenses	**40,905**	**857,547**	**1,624,300**	**766,753**
Consultant Services				
Consultant Fees	30,993	413,356	1,414,800	1,001,444
Other Professional Fees	-	260,152	315,000	54,848
External Reviewers	-	450	2,500	2,050
Total Consultant Services	**30,993**	**673,958**	**1,732,300**	**1,058,342**
Professional Services				
Audit	-	51,595	80,000	28,405
Legal Fees	7,475	59,647	175,000	115,353
Professional Dues	880	97,051	123,552	26,501
Staff Recruitment	341	6,560	25,000	18,440
Commission Stipends	2,100	12,750	30,000	17,250
Web-Based Services	3,858	26,888	75,000	48,112
Bank & Other Service Charges	-	33,417	32,000	(1,417)
Total Professional Services	**14,654**	**287,908**	**540,552**	**252,644**
Travel Expenses				
Airfare	10,762	102,546	172,380	69,834
Lodging	17,049	93,809	161,200	67,391
Per Diem	6,307	46,499	77,200	30,701
Other Travel Expense	2,362	18,778	28,650	9,872
Total Travel Expenses	**36,480**	**261,632**	**439,430**	**177,798**
Professional Development				
Training Material & Supplies	682	3,300	12,500	9,200
Internal Training	9,937	15,512	94,400	78,888
Leadership Programs	-	28,796	102,000	73,204
Conference Registrations	11,220	90,187	206,000	115,813
External Education/Training	1,682	25,445	142,000	116,555
Total Professional Development	**23,521**	**163,240**	**556,900**	**393,660**
Capital Improvements				
Capital Outlay (Equipment Purchases)	9,862	111,754	191,000	79,246
Total Capital Improvements	**9,862**	**111,754**	**191,000**	**79,246**
TOTAL OPERATING EXPENSES	**1,516,058**	**16,563,483**	**22,849,688**	**6,286,205**

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

The administrative expenses are within the maximum authorized under the Board policy.

The FY 2018-19 budget reflects the mid-year budget adjustments approved on March 14, 2019.

Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
APRIL 30, 2019 Unaudited

Current Assets:		
Cash	$	2,611,667
Cash- Morlin Mgmt Corp		27,100
Investment:		
Operating and Allocated funds		365,457,085
Advance - LAUP		3,002,187
Advance - Regional Network (RN)		830,528
Advance - Various		224,757
Other Receivables		(2,973)
Total Current Assets	**$**	**372,150,351**
Fixed Assets:		
Land	$	2,039,000
Building & Improvements		12,076,512
Furniture & Fixtures		627,671
Computer, Software & Accessories		1,855,305
Office Equipment		331,033
Accumulated Depreciation		(5,883,227)
Total Fixed Assets	**$**	**11,046,294**
Total Assets	**$**	**383,196,645**
Liabilities and Net Assets		
Current liabilities:		
Other Liabilities	$	439,318
Total Current Liabilities	**$**	**439,318**
Net Assets:		
Investment in capital assets	$	11,046,294
Restricted		371,711,034
Total Net Assets	**$**	**382,757,328**
Total Liabilities and Net Assets	**$**	**383,196,645**

NOTES:

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

Agenda Item: 2C
Date: June 13, 2019

First 5 LA

SUBJECT:
Contracts for approval

RECOMMENDATION:
Approve two new agreements, 66 renewals and three amendments and authorize staff to complete final execution of the agreements upon approval from the Board.

BACKGROUND:
First 5 LA's approved programmatic budget for FY 2018-19 totals $119,390,000 and the approved operating budget totals $22,849,688. Funding for one new agreement was included in the budget which was approved by the board on June 14, 2018 and the mid-year budget adjustment which was approved on March 14, 2019. Funding for one new agreement, the renewals and the amendments is included in the budget for FY 2019-20 under agenda item 5. There are two contract amendments with Health Management Associates, Inc. and Optimas Services, Inc. with contract amounts that exceed the proposed FY 2019-20 budget. The resources needed to cover these contracts will be included in the FY 2019-20 revised midyear budget. For contracts that span fiscal years, the estimated spending amount for each fiscal year will be included in First 5 LA's annual budgets for approval. Pursuant to contract terms, if the Commission does not appropriate funds for the agreement in future fiscal years, First 5 LA may terminate the agreement. Upon approval of the agreements presented below and the approval of the FY 2019-20 budget, staff will complete final execution.

There are **two new agreements** for approval. One is with Harder + Company Community Research Inc. to conduct an evaluation of the First Connections program. The goal of the evaluation is to: 1) identify essential components to implementing the First Connections Program and demonstrate grantees ability to embed and expand Early Identification and Intervention (EII) practices within their agencies; and 2) recognize what EII practices were most effective in standardizing early identification and making successful referrals. Findings will inform the implementation of Help Me Grow-Los Angeles. One is with Modis, Inc. to provide professional and technical services to support several planned technology projects which include assistance with implementation of new systems, enhancements to current systems, temporary project management services and IT staff augmentation. The Vendor will assist with ongoing support and coordination with the in-house IT Director and staff to ensure proper implementation of new technology, project management, maintenance and troubleshooting of existing systems. The Vendor will assist with the migration of existing systems to the cloud.

There are **66 renewals** for approval. Contractors and grantees are proposed for renewals to continue or complete a multiyear project. A description of each contractor and grantee's project and scope of work for FY 18-19 is provided in Attachment A. Staff analyzed the progress of each contractor and grantee and determined whether these contractors and grantees are making or will be expected to make satisfactory progress towards completion of the objectives in the current agreement by the contract expiration date. This information can be found in the last column of Attachment A.

There are **seven renewals** under the Communities Outcome Area:

- One is with South Bay Center for Counseling to conduct outreach and community engagement in the 14 Best Start communities through the Neighborhood Action Councils (NACs) and Community Connection Groups. In FY 19-20, the Grantee will continue to implement sustainability strategies to ensure the program continues past First 5 LA funding; strengthen the NAC organizing model to create stronger NAC groups across the county;

focus and align county-wide policy and advocacy strategies for NACs; and build leadership and advocacy skills and collaboration with the Community Partnerships and other informal community systems to support community change.

- One renewal is with Center for Collective Wisdom LLC. to support the Programs Division departments' adaptation and adoption of the Trauma and Resiliency-informed Living Collective Wisdom Framework (Framework) in support of their work; support Communities Department staff, the Regional Network Grantees (RNG), the Local Network Contractors (LNC) and Community Partnership members to work effectively together; and support the Communities Department's long-term development, including staffing, structure, learning processes, and related developmental aspects. In FY 19-20, the Contractor will continue to support First 5 LA with adoption of the Framework, the evolution of Community Partnerships to networks that impact results and the development of the Communities Department.

- There are five renewals with the Regional Network Grantees (RNG). The purpose of the Best Start investment is to cultivate strong, collaborative Community Partnerships with parents, residents, organizations and key leaders so that, together, they can be a powerful catalyst in achieving and sustaining positive outcomes for children and families in their communities. Regional Network Contractors (RNGs), with local network contractors, coordinate the operational support for the Best Start Community Partnerships. In FY 19-20, each RNG will work with the Community Partnership to identify existing public policy/advocacy campaigns that align with local issues/needs that affect children prenatal to age five and their families and support the Regional Networks' change agenda to drive policy and system change forward. Each RNG will also develop benchmarks of success towards achieving First 5 LA's North Star and Results for Children. Each RNG will co-design with First 5 LA a developmental arc along with benchmarks for Community Partnerships. Each RNG will develop and implement a strategy to support the capacity building needs of organizational members of the Community Partnership. Finally, each RNG will develop and cultivate key relationships with stakeholders outside of the Community Partnership and connect them with the Partnership. The following Grantees are recommended for renewal: Community Health Councils, Para Los Ninos, Long Beach Nonprofit Partnership, Inc, El Nido Family Centers and Children's Bureau.

Under the Family Support Outcome Area, there are **32 renewals**:

- There are 13 renewals for the Welcome Baby program. Welcome Baby is a voluntary and universally provided hospital and home-based intervention program for women in LA County during pregnancy and postpartum. The primary objective of the program is to work with families to maximize the health, safety and security of the newborn babies, strengthen the parent-child bond and facilitate access to support services when needed. In FY 19-20, staff will continue to serve clients with a focus on increasing enrollment and participation, as well as participate in the Welcome Baby Impact Study conducted by First 5 LA to determine impact and effectiveness of the program. The following Grantees are recommended for renewal: Northridge Hospital Foundation, Providence Health & Services Foundation/San Fernando and Santa Clarita Valleys Service Areas, Providence Little Company of Mary Foundation, St. Francis Medical Center, St. Mary Medical Center Foundation, White Memorial Community Benefit Corporation, Emanate Health, Long Beach Memorial Medical Center, Antelope Valley Partners for Health, Valley Presbyterian Hospital Foundation, Prime Healthcare Centinela, LLC, Dignity Community Care, Martin Luther King, Jr., - Los Angeles (MLK-LA) Healthcare Corporation.

- There are 15 renewals for the Select Home Visitation program. Select Home Visitation is a voluntary, home-based intervention program for clients identified through the Welcome Baby program as needing more intensive support. The program provides home visits during which

the client receives strength-based information and support 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. In FY 19-20, staff will continue to service clients with a focus on increased enrollment and client retention. The following Grantees are recommended for renewal: Plaza Community Center, a California Nonprofit Religious Corporation, El Nido Family Centers, Human Services Association, Antelope Valley Partners for Health, St. Mary Medical Center Foundation, Shields for Families, Pacific Asian Counseling Services, The Children's Clinic 'Serving Children and Their Families', The Whole Child – Mental Health & Housing Services, Child and Family Guidance Center, Foothill Family Service, SPIRITT Family Services, Child Care Resource Center, Inc., Friends of the Family and Children's Bureau of Southern California.

- One renewal is with Dignity Community Care to serve as the Family Strengthening Oversight Entity providing oversight to the Welcome Baby and Select Home Visiting grantees, including coordination of training; monitoring fidelity to home visiting frameworks; technical assistance; database support; and provision of program materials. The Contractor will continue to provide oversight and assistance to Welcome Baby and Select Home Visiting grantees in FY 19-20.

- One renewal is with The Tides Center, fiscal agent for Abriendo Puertas. Abriendo Puertas implements the Family Engagement Provider Capacity project. The goal of this project is to understand capacity issues of providers of family engagement programming, including Abriendo Puertas/Opening Doors. The Contractor will generate implementation and participant outcome lessons learned that can be used by a broad array of Abriendo Puertas and other family engagement program implementers when making decisions related to programs. In FY 19-20, the Contractor will develop, with First 5 LA, a list of site selection criteria and a preliminary list of potential sites where Abriendo Puertas could be implemented. The Contractor will refine the design and use of the site-level monitoring tools at each site to capture facilitator and parent/caregiver reflections on implementing Abriendo Puertas. The Contractor will provide First 5 LA with evaluation plans for new research efforts prior to undertaking studies to examine Abriendo Puertas program implementation best practices and barriers in LA County, including the use of technical assistance, local-level family engagement outreach and organizational and facilitator capacities. The Contractor will develop a technical assistance framework to help inform implementation of best practices and barriers. Finally, the Contractor will participate in project update meetings, evaluations, and board presentations as needed.

- There are two renewals for Project DULCE. Project DULCE incorporates the Strengthening Families intervention model into the pediatric health care setting in LA County. There is one renewal with Northeast Valley Health Corporation to replicate DULCE at two sites, and there is one renewal with The Children's Clinic, 'Serving Children & Their Families' to replicate DULCE at two sites. Each Grantee will continue to target services for infants between birth and six months old and their families receiving care. In FY 19-20, each Grantee will continue to enhance its pediatric care setting using the DULCE model and work collaboratively with First 5 LA and the DULCE national team to identify opportunities to optimize and sustain the model.

There are **seven renewals** under the Health Systems Outcome Area:

- There are seven renewals for the First Connections project. The goal of First Connections is to address systemic barriers and reduce disparities in screening young children for Autism Spectrum Disorders and other developmental delays. The six First Connections grantees, with support of a technical assistance provider, have developed approaches to strengthen,

embed and expand early identification and intervention practices within their agencies. First Connections grantees helped build and strengthen infrastructure by embedding screenings and referrals into workflow and practices at their individual sites and developed and delivered education and outreach for families. In FY 19-20, the six First Connections grantees will provide developmental screenings and linkage to early intervention services for young children, prepare a Developmental Screening and Implementation Toolkit for program sustainability and for other agencies interested in piloting a program similar to First Connections, and participate in a program evaluation to assess program effectiveness. The following Grantees are recommended for renewal: Allied for Every Child, Inc., Foothill Family Service, Altamed Health Services Corporation, Pediatric & Family Medical Center, Northeast Valley Health Corporation, South Central Los Angeles Regional Center for Persons with Developmental Disabilities, Inc. There is one renewal with Children's Hospital Los Angeles to provide training and technical assistance for the six First Connections grantees. The Contractor's responsibilities include training staff on conducting developmental screenings, providing parent education, developing strategies to link young children to early intervention services more effectively and conducting small-scale evaluations for quality improvement purposes. In FY 19-20, the Contractor will continue to facilitate and lead Learning Collaborative meetings, support First Connections grantees' assessment of parents' satisfaction, and help community agencies to prepare, refine and standardize toolkits and train-the trainer materials for program sustainability and dissemination.

- One renewal is with City of Long Beach, Department of Health and Human Services to accomplish three goals: 1) pilot trauma and resiliency strategies within and across two systems/organizations in the City of Long Beach; 2) convene key trauma-informed champions to design and implement a cross-systems, place-based approach to support staff delivering trauma and resiliency-informed care; and 3) document organizational culture shift and the associated processes demonstrating how services are delivered and communities engaged for future replication. In FY 19-20, the Contractor will continue to fund a City of Long Beach, Department of Health and Human Services position to build upon existing efforts and momentum to strengthen a cross-system, citywide trauma and resiliency-informed approach. The Contractor is in the process of facilitating paradigm shifts within two systems, collaborate with other community-level initiatives, and document organizational culture change and lessons learned for future replication.

- There is one renewal with Los Angeles County Department of Public Health, which is the organizing entity and co-implementer of Help Me Grow - Los Angeles (HMG-LA) and is tasked with building out the necessary foundational infrastructure for HMG-LA. In FY 19-20, the Contractor will procure elements of the HMG-LA Centralized Access Point (including website) and launch advisory committees. In FY 20-21, the Contractor will soft-launch HMG-LA's Centralized Access Point/Website.

Under the Early Care & Education Outcome Area, there are **eight renewals**:

- One is with Child Care Alliance of Los Angeles, fiscal agent for Partnerships for Education, Articulation and Coordination through Higher Education (PEACH). PEACH is the project lead for the Early Childhood Education (ECE) Credential Advocacy Project. The project increases access to quality ECE by strengthening the preparation and professional development system for early childhood educators. The project supports 1) the modification and implementation of the Child Development Permit Matrix, which lists the current certifications available to professionals working in ECE settings and the educational and experience requirements to receive these permits from the California Commission on Teacher Credentialing, 2) the development and implementation of an ECE Credential for early childhood educators and 3) the alignment of college coursework with the California Early

Childhood Educator ECE Competencies. In FY 19-20, the Contractor will continue to build alliances and gain support for an ECE-specific credential.

- One is with Child Care Alliance of Los Angeles to manage the ECE Workforce Registry (Registry), which is a mechanism for generating, maintaining, and disseminating data and information and professional development, educational accomplishments, and employment of the ECE workforce. In FY 19-20, the Contractor will continue the operation, development, and system integration of the Registry in LA. County.

- There is one renewal with Viva Strategy and Communications LLC to serve as an external facilitator to assist First 5 LA and its Quality Start LA stakeholders as a convener and thought partner for Quality Start LA. Quality Start LA (QSLA) is Los Angeles County's local Quality Rating and Improvement System (QRIS) efforts. QSLA is a voluntary QRIS designed to help parents of children birth to age five choose the best early childhood education for their family by helping parents understand what makes an early learning program effective. QSLA supports the professionals from licensed centers and family child care homes in the continuous improvement of their programs through training, resources, and funding for providers. In FY 19-20, the Contractor will continue to support key QSLA stakeholders by facilitating meetings of the Funders' Circle and Leadership Council. They will also assist in refining the QSLA cost estimation model to reflect actual costs of QRIS implementation based on new changes to our QRIS model in Los Angeles County.

- One is with Community Partners to serve as the intermediary for The Early Care and Education Policy and Advocacy Fund (Fund), a multi-year initiative that aims to advance improved access to quality, affordable, sustainable ECE. The Contractor 1) provides administrative coordination of the Fund including co-design of the Fund, and the competitive grantee selection process; 2) coordinates capacity building, learning and information sharing; 3) tracks and assesses progress towards the anticipated Fund outcomes; and 4) informs First 5 LA's efforts to build relationships with other funders/partners working to increase investments and policy changes in ECE. The Fund provides partnership grants and emerging opportunities grants for ECE policy and advocacy-related projects. In FY 19-20, the Contractor will continue to award grants as well as evaluate the efficacy of the Fund in meeting its field-building and policy outcome goals.

- One renewal is with The Regents of the University of California to support the Kindergarten Readiness Assessment Training and Technical Assistance project in expanding the number of districts collecting the Early Development Instrument (EDI) in Los Angeles County. The EDI is a population level assessment which provides insight into young children's developmental readiness for kindergarten, as well as highlights population wide vulnerabilities in five domains including social competence, emotional maturity, language and cognitive skills, communication skills, and physical health and well-being. The EDI measures a student's school readiness three to six months after kindergarten entry. The instrument is a reflective tool administered by kindergarten teachers. The Contractor provides technical assistance and shared learning opportunities to local stakeholders to support the use and spread of the EDI results to improve and monitor local early childhood systems. In FY 19-20, the Contractor will train teachers and provide technical assistance and coaching for schools collecting EDI data. The Contractor will provide EDI analysis and reports to districts and communities collecting the EDI.

- There is one renewal with Child Care Alliance of Los Angeles to implement the First 5 LA ECE Competencies Training and Technical Assistance Project is to strengthen the early learning professional development system by integrating the ECE California Early Childhood Educator Competencies into Los Angeles County training programs. The project supports

ECE professional development organizations to enhance and align professional development outside of the higher education system. In FY 19-20, the Contractor will develop and lead various training and technical assistance activities with ECE leaders, including coaching and peer learning communities.

- One is with Unite-LA, Inc. to expand the number of districts collecting EDI data in LA County and provide technical assistance and shared learning opportunities to local stakeholders to support the use and spread of the EDI results to improve and monitor local early childhood systems. The Contractor is preparing to launch the LA Compact Early Childhood Stewardship Group (Stewardship Group) in FY 19-20. The Stewardship Group will be made up of key, cross-sector stakeholders working across Los Angeles County to ensure all young children enter school ready and healthy to succeed. School readiness is predictor of future success, yet we do not know how many of our children are ready for school since school readiness is not being tracked consistently across Los Angeles County. Members of the Stewardship Group will explore and identify a set of population level metrics to establish a school readiness baseline and will use the data to uncover trends and patterns around children's readiness for school across the county. The data will paint a picture of how programs, policies and systems are shaping early childhood outcomes and inform our decisions on how we can better drive equitable investments and resource allocations in early childhood systems and supports.

- One is with Long Beach Education Foundation, fiscal agent for Educare Los Angeles at Long Beach. Educare is the only nationally recognized, research-based Educare model in Southern California. It is aimed at narrowing the achievement gap for low-income children before they enter kindergarten. For FY 19-20, the Contractor will continue to 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.

There are **three renewals** under Integration and Learning:

- One is with Public Health Foundation Enterprises, Inc. to lead the Women, Infants, and Children (WIC) Data Mining Research Partnership, a data partnership that pulls together and analyzes WIC administrative data for Los Angeles County and conducts a periodic survey of a random sample of WIC parents on a range of early childhood topics. During the next contract period, the Contractor will update and renew partnership agreements with local and county-level WIC agencies to support research partnership activities; collaborate with First 5 LA to identify current data needs and explore new high-priority areas for data collection expansion; work closely with the California Department of Public Health to maintain access to WIC administrative data in anticipation of the upcoming data collection efforts in 2020; prepare for the 2020 WIC survey, which includes research, piloting and psychometric analysis for the inclusion of a set of measures related to the protective factors; conduct outreach and engage with a broad array of stakeholders around WIC survey findings to ensure that data is being used by stakeholders; and produce topical briefs, posters, oral presentation and manuscripts to share WIC data more broadly.

- One is with the University of Southern California to house the Children's Data Network, a data and research collaborative focused on the linkage and analysis of administrative records. In partnership with public agencies, philanthropic funders, and community stakeholders, we seek to generate knowledge and advance evidence-rich policies that will improve the health, safety, and well-being of our children. In FY 19-20, the Children's Data Network will support the First 5 LA Impact Framework by supplying data for one of our results indicators, several of the monitoring measures and provide focused analysis and interpretation. The Contractor will also continue to implement projects that utilize linked

administrative data that will inform LA County Home Visitation expansion, and the implementation of the Office of Child Protection Prevention Plan.

- One is with American Institutes for Research to design and conduct the Welcome Baby Impact Evaluation. The primary goals of the evaluation are to determine the impact of Welcome Baby on maternal and child outcomes; determine whether the impact of Welcome Baby varies across maternal risk levels (as assessed by the Modified Bridges for Newborns Screening Tool); and identify variation in the impact of the Welcome Baby program across demographic subgroups. In FY 19-20, the Contractor will acquire Institutional Review Board (IRB) approvals for 13 Welcome Baby hospitals; recruit study participants and begin data collection; and conduct initial analyses and draft a findings memo.

There are **five renewals** in Strategic Plan Policy & Strategy Support:

- One is with Children Now to provide expertise and technical assistance to First 5 LA on state early identification and intervention policy areas aligned with First 5 LA Strategic Plan and in coordination with First 5 LA staff. In FY 19-20, the Contractor will support efforts to expand state investment in home visiting and early identification investments for developmental screening and early childhood quality measures.

- One is with The Raben Group to represent First 5 LA with federal decision-makers and national partners in Washington, D.C.; develop and execute advocacy strategies to advance our public policy goals; and provide strategic guidance for First 5 LA's prioritization of and involvement in various federal activities. Some examples of the work include: developing tactics to advance First 5 LA's/the First 5 network's policy goals, drafting quarterly memos highlighting key federal updates and planning advocacy meetings on First 5 LA's behalf. In FY 19-20, the Contractor will continue to develop and execute advocacy strategies to help advance First 5 LA's organization-wide Policy Agenda.

- There is one with The Ogilvy Group, LLC to provide professional full-service communications and marketing services to advance the outcomes of First 5 LA's 2015-2020 Strategic Plan. This contract will provide First 5 LA with the ability to move forward on several communications projects to advance our policy and system change goals. For FY 19-20, the Contractor will continue providing integrated communications counsel, strategy development and initiative support in a number of key projects, including implementation of new social platform strategy to align content distribution to audience's (parents, decision-makers, and advocates) needs, development and launch of an internal communications exploration project that will provide insights for an internal communication strategy and implementation plan, facilitation of brand ambassador trainings for First 5 LA Commissioners, general communication support for annual advocacy and legislative/decision-maker events, media and partnership outreach.

- There is one with D&J Printing, Inc. DBA Sinclair Printing Company to provide printing services to First 5 LA for the production and delivery of First 5 LA's Parenting Guide as well as production of First 5 LA's general printing needs. The Parenting Guide is a quarterly publication that highlights a variety of themes and subjects, all focusing on the five protective factors outlined in the 2015-2020 Strategic Plan and is distributed across Los Angeles County during Countywide and Best Start efforts. First 5 LA's agency-wide and Communities Department's printing needs include stationary, promotional flyers, brochures and other printing that support First 5 LA's communication and outreach efforts. The Contractor's primary goals for FY 19-20 are to continue to provide the same quality materials and produce quarterly editions of the parenting guide.

- One is with Pacific Oaks Education Corporation to institute the Early Childhood Journalism Fellowship at Pacific Oaks College and Children's School. The Early Childhood Journalism Fellowship will have a fellow focus on a wide range of issues and implications for policy and practice related to children from prenatal to age five, their families, and communities, and will have access to the Contractor's unique knowledge base through its Children's School. In FY 19-20, the Contractor will maintain and continue support of the fellow's work on reporting on early childhood issues.

There are **two renewals** under Operations:

- One is with Morlin Asset Management to provide facility management services for First 5 LA. Services include building management and maintenance, handling room reservations, providing reception, general stocking of supplies, parking management, postage machine updates, handling office placement and staff requests, tenant management, contract services and other facilities-related work as assigned.

- One is with SHI International Corp. to provide computers/laptops and computer-related workstation equipment.

There are **three amendments** for approval. One is with Health Management Associates, Inc. The Contractor provides technical expertise, assistance and support to the Family Supports and Health Systems Departments. The Contractor supports broader programmatic needs in several areas including partnership development, sustainability strategy development and fund leveraging, particularly with LA County child and family-serving departments and health plans. The Contractor will support First 5 LA in strategy implementation, including identifying key opportunities within the County, the State and health plans, supporting partnership-building with relevant departments/business lines and individuals who can help catalyze and advance First 5 LA's key priorities. As needed, HMA will provide technical expertise in operationalizing specific programmatic and policy strategies related to leveraging and maximizing funding (federal, state and local). The requested amendment will enable First 5 LA to evaluate new avenues to sustain and grow programs using public revenues and profile leading health plan practices in California, which can support improvements in LA County's early identification and intervention system for pregnant women and children enrolled in Medicaid. One amendment is with Optimas Services, Inc. The Contractor supports the implementation of the Target Case Management (TCM) project. TCM is a benefit category of Medicaid. TCM reimburses participating counties for the federal share of costs for billable, case management services such as access to needed medical, social, education and other services, provided to Medi-Cal beneficiaries in specific target populations. The requested amendment will allow the Contractor to assist First 5 LA in administering County-based Medi-Cal Administrative Activities (CMAA) program. The CMAA program is overseen by the Los Angeles County Local Governmental Agency in concert with the State Department of Health Care Services (DHCS). The Contractor will oversee the DHCS required claim plan submittal process, ensure that staff is adequately trained to conduct the CMAA submittal process and oversee the CMAA time tracking system. There is one amendment with MW Multimedia Design and Development Inc. The Contractor redeveloped and redesigned the First 5 LA site, First5la.org. The purpose of this site is to communicate directly with our stakeholder audience to give easy and focused access to First 5 LA goals, strategies, outcomes, policy work, and Partnership opportunities. The requested amendment will allow the Contractor to continue current website maintenance, including updating website functionality, navigation, Search Engine Optimization (SEO), custom user profiles and workflows.

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

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June 2019

NEW										
	DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**ESTIMATED TOTAL PROJECT COST**	**CONTRACT AMOUNT**	**ANTICIPATED CONTRACT START DATE**	**ANTICIPATED CONTRACT END DATE**	**ANTICIPATED PROJECT END DATE**
1	Health Systems	Health-Related Systems\Health Strategy 1-Early Identification and Intervention\ Help Me Grow	**HARDER + COMPANY COMMUNITY RESEARCH, INC.** The Contractor will be the evaluator for the First Connections program evaluation. The goal of the evaluation is to: 1) identify essential components to implementing the First Connections Program and demonstrate grantees ability to embed and expand Early Identification and Intervention (EII) practices within their agencies; and 2) recognize what EII practices were most effective in standardizing early identification and making successful referrals. Findings will inform the implementation of Help Me Grow-Los Angeles. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	RFP	1 year	$119,920	$119,920 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020
2	Information Technology	Internal Operations \ Information Technology	**MODIS, INC.** The Vendor will provide professional and technical services to support several planned technology projects which include assistance with implementation of new systems, enhancements to current systems, temporary project management services and IT staff augmentation. The Vendor will assist with ongoing support and coordination with the in-house IT Director and staff to ensure proper implementation of new technology, project management, maintenance and troubleshooting of existing systems. The Vendor will assist with the migration of existing systems to the cloud. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	RFQ	5 years	$500,000	$100,000 Estimated FY 18-19 Spending $20,000 *Committed for FY 18-19* Impact to FY 19-20 Budget $80,000 *Assigned for FY 19-20*	6/15/2019	6/30/2020	6/30/2024

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1	Communities	Communities \ Communities Strategy 1 – Community Leadership & Collaboration \ Neighborhood Action Councils	**SOUTH BAY CENTER FOR COUNSELING (#08696)** The Grantee conducts outreach and community engagement in the 14 Best Start communities through the Neighborhood Action Councils (NACs) and Community Connection Groups. In FY 18-19, the Grantee continued to strengthen and implement outreach, community engagement, peer learning and leadership development strategies of neighborhood groups in the 14 Best Start communities to increase the effectiveness of community led projects. The Grantee supported NACs by: 1) Ensuring NAC leadership's involvement in the Best Start Community Partnership and Leadership meetings, 2) Increasing alignment between NAC programmatic vision for their long-term sustainability efforts, and 3) Increasing focus on county-wide policy and advocacy efforts. The Grantee also increased its internal capacity to better support NAC program implementation through staff assessments and development. In FY 19-20, the Grantee will continue to implement sustainability strategies to ensure the program continues past First 5 LA funding; strengthen the NAC organizing model to create stronger NAC groups across the county; focus and align county-wide policy and advocacy strategies for NACs; and build leadership and advocacy skills and collaboration with the Community Partnerships and other informal community systems to support community change. On July 10, 2014, the Board approved the establishment of a 1-year Strategic Partnership with the Grantee in the amount of $3,642,000. On June 11, 2015, the Board approved the extension of the Strategic Partnership with the Grantee through June 30, 2020 and authorized staff to bring annual contracts to the board for approval. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	6 years	$17,159,500	$1,912,500 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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2	Health Systems	Health \ Health Strategy 2 – Trauma-Informed Care \ Trauma-Informed Care	**CENTER FOR COLLECTIVE WISDOM LLC (#10061)** In partnership with the Communities Department, the Contractor will support the Programs Division departments' adaptation and adoption of the Trauma and Resiliency-informed Living Collective Wisdom Framework (Framework) in support of their work; support Communities Department staff, the Regional Network Grantees (RNG), the Local Network Contractors (LNC) and Community Partnership members to work effectively together; and support the Communities Department's long-term development, including staffing, structure, learning processes, and related developmental aspects. In FY 18-19, the Contractor facilitated department wide retreats and meetings for the Communities Department, developed an onboarding plan for the RNGs to work with the Community Partnerships, co-designed with First 5 LA staff a long term development plan for RNGs, and supported the Community of Practice convenings between RNGs' and Communities Department staff. In FY 19-20, the Contractor will continue to support First 5 LA with adoption of the Framework, the evolution of Community Partnerships to networks that impact results and the development of the Communities Department. On March 22, 2018, the Executive Director approved the establishment of the Strategic Partnership with the Contractor for an initial period of 4 months for $74,500. On September 13, 2018, the Board approved the extension of a strategic partnership with the Contractor through June 30, 2020 for a total amount of $700,000. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	2 years, 2 months	$700,000	$325,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
The purpose of the Best Start investment is to cultivate strong, collaborative Community Partnerships with parents, residents, organizations and key leaders so that, together, they can be a powerful catalyst in achieving and sustaining positive outcomes for children and families in their communities. Regional Network Contractors (RNGs), with local network contractors, coordinate the operational support for the Best Start Community Partnerships. In FY18-19, each RNG was successfully onboarded and began building new relationships in the communities, assisted communities with defining and refining their community change agendas, and developed the partnerships with First 5 LA. In FY 19-20, each RNG will work with the Community Partnership to identify existing public policy/advocacy campaigns that align with local issues/needs that affect children prenatal to age five and their families and support the Regional Networks' change agenda to drive policy and system change forward. Each RNG will also develop benchmarks of success towards achieving First 5 LA's North Star and Results for Children. Each RNG will co-design with First 5 LA a developmental arc along with benchmarks for Community Partnerships. Each RNG will develop and implement a strategy to support the capacity building needs of organizational members of the Community Partnership. Finally, each RNG will develop and cultivate key relationships with stakeholders outside of the Community Partnership and connect them with the Partnership. On May 11, 2017, the Board approved the new support structure for the Best Start Community Partnerships at a cost not to exceed a total of $15.5 million annually for all RNGs. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.										
3	Communities	Communities \ Communities Strategy 1 – Community Leadership & Collaboration \ Region 2	**COMMUNITY HEALTH COUNCILS (#10062)**	RFP	2 years, 2 months	$9,717,500	$4,715,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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		SLA Regional Network									
4	Communities	Communities \ Communities Strategy 1 – Community Leadership & Collaboration \ Region 1 Central-East Regional Network	**PARA LOS NINOS (#10064)**	RFP	2 years, 2 months	$8,762,400	$4,241,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
5	Communities	Communities \ Communities Strategy 1 – Community Leadership & Collaboration \ Region 4 Port Cities Regional Network	**LONG BEACH NONPROFIT PARTNERSHIP, INC (#10067)**	RFP	2 years, 2 months	$4,560,934	$2,203,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
6	Communities	Communities \ Communities Strategy 1 – Community Leadership & Collaboration \ Region 3 SFV Regional Network	**EL NIDO FAMILY CENTERS (#10075)**	RFP	2 years, 2 months	$4,664,227	$2,253,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
7	Communities	Communities \ Communities Strategy 1 – Community Leadership & Collaboration \ Region 5 AV Regional Network	**CHILDREN'S BUREAU (#10076)**	RFP	2 years, 2 months	$4,285,057	$2,073,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
Welcome Baby is a voluntary and universally provided hospital and home-based intervention program for women in LA County during pregnancy and postpartum. The primary objective of the program is to work with families to maximize the health, safety and security of the newborn babies, strengthen the parent-child bond and facilitate access to support services when needed. In FY 18-19, staff provided program services, which included up to nine engagement points - prenatal, hospital and postpartum – and a risk assessment with referral to appropriate services, as needed. In FY 19-20, staff will continue to serve clients with a focus on increasing enrollment and participation, as well as participate in the Welcome Baby Impact Study conducted by First 5 LA to determine impact and effectiveness of the program. On September 9, 2010, the Board approved the home visitation models and overall approach. On June 14, 2012, the Board approved the establishment of Strategic Partnerships with 24 hospitals in LA County to implement the Welcome Baby/Universal Assessment for Newborns strategies and authorized staff to bring annual contracts to the board for approval. On September 12, 2013, the Board approved the expansion of Welcome Baby to four additional hospitals. On January 8, 2015, the Commission also approved the addition of Martin Luther King, Jr., - Los Angeles Healthcare Corporation to the list of hospitals eligible for a Strategic Partnership. On June 11, 2015, the Board extended the Strategic Partnerships with the Welcome Baby grantees below for five years. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.										
8	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**NORTHRIDGE HOSPITAL FOUNDATION (#00799)**	Strategic Partnership	7 years, 5 months	$9,011,496	$1,447,380 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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9	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**PROVIDENCE HEALTH & SERVICES FOUNDATION/SAN FERNANDO AND SANTA CLARITA VALLEYS SERVICE AREAS (#00800)**	Strategic Partnership	7 years, 5 months	$10,875,348,	$1,837,047 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
10	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**PROVIDENCE LITTLE COMPANY OF MARY FOUNDATION (#00801)**	Strategic Partnership	7 years, 5 months	$10,063,356	$1,684,010 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
11	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**ST. FRANCIS MEDICAL CENTER (#00802)** The Grantee will be providing a letter regarding its bankruptcy status and a statement regarding its continuing ability to comply with contractual obligations during this process and its transition under another entity.	Strategic Partnership	7 years, 5 months	$15,650,579	$2,517,907 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
12	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**ST. MARY MEDICAL CENTER FOUNDATION (#00803)**	Strategic Partnership	7 years, 5 months	$11,766,580	$1,760,768 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
13	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**WHITE MEMORIAL COMMUNITY BENEFIT CORPORATION (#00804)**	Strategic Partnership	7 years, 5 months	$11,949,520	$1,935,787 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
14	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**EMANATE HEALTH (#00805)** The Grantee is working to resolve its suspended status with the California Secretary of State. This contract will not be fully executed until the Grantee has regained an Active status.	Strategic Partnership	7 years, 2 months	$9,938,380	$1,656,154 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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15	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**LONG BEACH MEMORIAL MEDICAL CENTER (#00809)**	Strategic Partnership	7 years	$14,197,387	$2,474,848 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
16	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**ANTELOPE VALLEY PARTNERS FOR HEALTH (#00810)**	Strategic Partnership	7 years	$19,553,685	$3,042,173 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
17	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**VALLEY PRESBYTERIAN HOSPITAL FOUNDATION (#00832)**	Strategic Partnership	6 years, 7 months	$11,676,813	$2,127,141 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
18	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**PRIME HEALTHCARE CENTINELA, LLC (#00835)**	Strategic Partnership	6 years, 5 months	$5,681,760	$989,393 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
19	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**DIGNITY COMMUNITY CARE (#07408)**	Strategic Partnership	11 years, 4 months	$29,395,674	$2,932,679 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
20	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals & Universal Assessment of Newborns – Welcome Baby Hospitals	**MARTIN LUTHER KING, JR., - LOS ANGELES (MLK-LA) HEALTHCARE CORPORATION (#08979)**	Strategic Partnership	4 years, 10 months	$4,424,512	$967,633 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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Select Home Visitation is a voluntary, home-based intervention program for clients identified through the Welcome Baby program as needing more intensive support. The program provides home visits during which the client receives strength-based information and support 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. In FY 18-19, staff provided home visits and support to clients. In FY 19-20, staff will continue to service clients with a focus on increased enrollment and client retention. The Board approved the Home Visitation models and Implementation approach on September 9, 2010. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.										
21	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**PLAZA COMMUNITY CENTER, A CALIFORNIA NONPROFIT RELIGIOUS CORPORATION (#00811)**	Solicitation to the Pool	6 years, 7 months	$3,413,597	$561,614 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
22	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**EL NIDO FAMILY CENTERS (#00813)**	Solicitation to the Pool	6 years, 7 months	$6,619,569	$1,116,017 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
23	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**HUMAN SERVICES ASSOCIATION (#00814)**	Solicitation to the Pool	6 years, 7 months	$2,648,962	$318,189 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
24	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**ANTELOPE VALLEY PARTNERS FOR HEALTH (#00815)**	Solicitation to the Pool	6 years, 6 months	$8,644,558	$1,474,350 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
25	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**ST. MARY MEDICAL CENTER FOUNDATION (#00816)**	Solicitation to the Pool	6 years, 7 months	$3,555,052	$558,263 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
26	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**SHIELDS FOR FAMILIES (#00817)**	Solicitation to the Pool	6 years, 7 months	$4,620,429	$852,830 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
27	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**PACIFIC ASIAN COUNSELING SERVICES (#00818)**	Solicitation to the Pool	6 years, 7 months	$3,053,770	$466,709 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
28	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**THE CHILDREN'S CLINIC 'SERVING CHILDREN AND THEIR FAMILIES' (#00819)**	Solicitation to the Pool	6 years, 7 months	$3,910,972	$560,488 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
29	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**THE WHOLE CHILD – MENTAL HEALTH & HOUSING SERVICES (#00820)**	Solicitation to the Pool	6 years, 6 months	$2,949,414	$484,558 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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30	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**CHILD AND FAMILY GUIDANCE CENTER (#00822)**	Solicitation to the Pool	6 years, 7 months	$4,291,954	$825,460 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
31	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**FOOTHILL FAMILY SERVICE (#00823)**	Solicitation to the Pool	6 years, 7 months	$3,320,599	$262,788 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
32	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**SPIRITT FAMILY SERVICES (#00824)**	Solicitation to the Pool	6 years, 7 months	$3,319,307	$268,663 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
33	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**CHILD CARE RESOURCE CENTER, INC. (#00826)**	Solicitation to the Pool	6 years, 7 months	$11,124,620	$1,932,378 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
34	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**FRIENDS OF THE FAMILY (#00827)**	Solicitation to the Pool	6 years, 7 months	$2,617,193	$309,112 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
35	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**CHILDREN'S BUREAU OF SOUTHERN CALIFORNIA (#00831)**	Solicitation to the Pool	6 years, 7 months	$2,610,733	$317,074 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
36	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Family Strengthening Oversight	**DIGNITY COMMUNITY CARE (#08426)** The Contractor is the Family Strengthening Oversight Entity providing oversight to the Welcome Baby and Select Home Visiting grantees, including coordination of training; monitoring fidelity to home visiting program models; technical assistance; database support; and provision of program materials. Activities in FY 18-19 included coordinating two Welcome Baby trainings of over 150 hours each and providing monthly technical assistance and ongoing database support. The Contractor will continue to provide oversight and assistance to Welcome Baby and Select Home Visiting grantees in FY 19-20. On September 9, 2010, the Board approved the home visitation models and overall approach. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	RFQ	7 years, 3 months	$23,327,061	$3,550,726 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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37	Family Supports	Families \ Families Strategy 2 - Family Engagement \ Abriendo Puertas	**THE TIDES CENTER (#00869)** The Contractor is the fiscal agent for Abriendo Puertas, which is implementing the Family Engagement Provider Capacity project. The goal of this project is to understand capacity issues of providers of family engagement programming, including Abriendo Puertas/Opening Doors. The Contractor will generate implementation and participant outcome lessons learned that can be used by a broad array of Abriendo Puertas and other family engagement program implementers when making decisions related to programs. In FY 18-19, the Contractor trained a second cohort of providers in the Abriendo Puertas curriculum. The intent was to identify the training and implementation practices in a popular culture model within diverse settings and identify needs according to the sites where programming is delivered. In FY 19-20, the Contractor will develop, with First 5 LA, a list of site selection criteria and a preliminary list of potential sites where Abriendo Puertas could be implemented. The Contractor will refine the design and use of the site-level monitoring tools at each site to capture facilitator and parent/caregiver reflections on implementing Abriendo Puertas. The Contractor will provide First 5 LA with evaluation plans for new research efforts prior to undertaking studies to examine Abriendo Puertas program implementation best practices and barriers in LA County, including the use of technical assistance, local-level family engagement outreach and organizational and facilitator capacities. The Contractor will develop a technical assistance framework to help inform implementation of best practices and barriers. Finally, the Contractor will participate in project update meetings, evaluations, and board presentations as needed. On October 13, 2016, the Board approved the establishment of the Strategic Partnership for an amount up to $7,000,000 through June 30, 2020. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	3 years, 6 months	$2,918,505	$1,080,481 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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38	Family Supports	Families \ Families Strategy 2 - Family Engagement \ Project Dulce	**NORTHEAST VALLEY HEALTH CORPORATION (#09135)** DULCE (Developmental Understanding and Legal Collaboration for Everyone) will introduce and incorporate the Strengthening Families intervention model into the pediatric health care setting in LA County. The Grantee replicates DULCE at two sites. The DULCE partners and staff will target infants between birth and six months old and their families receiving care with the Contractor. Support services may include developmental screening, mental health screening for families, legal support and education on child development. In FY 18-19, the Grantee expanded the DULCE model to another clinic site within its network. In FY 19-20, the Grantee will continue to enhance its pediatric care setting using the DULCE model and work collaboratively with First 5 LA and the DULCE national team to identify opportunities to optimize and sustain the model. On January 28, 2016, the Board approved the establishment of the Strategic Partnership in the amount of $212,000 to implement Project DULCE through June 30, 2020. On July 12, 2018, the Board approved the amendment to the Strategic Partnerships with The Children's Clinic, 'Serving Children and Their Families' and Northeast Valley Health Corporation to fund the expansion to additional sites for further learning and testing of the Project DULCE Model in the amount of $880,000 for a total project amount not to exceed $2,537,300 through June 30, 2020. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	4 years, 4 months	$1,052,991	$334,821 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
39	Family Supports	Families \ Families Strategy 2 - Family Engagement \ Project Dulce	**THE CHILDREN'S CLINIC 'SERVING CHILDREN AND FAMILIES' (#01936)** DULCE (Developmental Understanding and Legal Collaboration for Everyone) will introduce and incorporate the Strengthening Families intervention model into the pediatric health care setting in LA County. The Grantee replicates DULCE at two sites. The DULCE partners and staff will target infants between birth and six months old and their families receiving care with the Contractor. Support services may include developmental screening, mental health screening for families, legal support and education on child development. During FY 18-19, the Grantee expanded the DULCE model to another clinic site within its network. In FY 19-20, the Grantee will continue to enhance its pediatric care setting using the DULCE model and work collaboratively with First 5 LA and the DULCE national team to identify opportunities to optimize and sustain the model.	Strategic Partnership	4 years, 4 months	$1,022,734	$314,273 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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			On January 28, 2016, the Board approved the establishment of the Strategic Partnership in the amount of $212,000 to implement Project DULCE through June 30, 2020. On July 12, 2018, the Board approved the amendment to the Strategic Partnerships with The Children's Clinic, 'Serving Children and Their Families' and Northeast Valley Health Corporation to fund the expansion to additional sites for further learning and testing of the Project DULCE Model in the amount of $880,000 for a total project amount not to exceed $2,537,300 through June 30, 2020. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.								
The goal of First Connections is to address systemic barriers and reduce disparities in screening young children for Autism Spectrum Disorders and other developmental delays. The six First Connections grantees, with support of a technical assistance provider, have developed approaches to strengthen, embed and expand early identification and intervention practices within their agencies. First Connections grantees helped build and strengthen infrastructure by embedding screenings and referrals into workflow and practices at their individual sites, and developed and delivered education and outreach for families. The six First Connections grantees exceeded their developmental screening and referral goals, collectively serving over 16,000 families in FY 18-19. In FY 19-20, the six First Connections grantees will provide developmental screenings and linkage to early intervention services for young children, prepare a Developmental Screening and Implementation Toolkit for program sustainability and for other agencies interested in piloting a program similar to First Connections, and participate in a program evaluation to assess program effectiveness. On September 8, 2011, the Board approved a $900,000 commitment for the Ensuring Identification and Intervention- Autism and Other Developmental Delays Initiative. On May 16, 2013, the Board approved a motion to approve an additional $1.6 million allocation (for a new total of $2.5 million) over three years for up to six grants to augment First 5 LA's investment in early identification and autism spectrum disorders and other developmental delays. On March 10, 2016, the Board approved additional funding for $1.25 million, for a revised allocation of $3.75 million for the resolution. On November 9, 2017, the Board approved an extension of First Connections for an additional 2 years through June 30, 2020, for an amount not to exceed $1.9 million. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.										
40	Health Systems	Health-Related Systems \ Health Strategy 1- Early Identification and Intervention\ First Connections	**ALLIES FOR EVERY CHILD, INC. (#00836)**	RFP	6 years, 3 months	$810,746	$127,500 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
41	Health Systems	Health-Related Systems \ Health Strategy 1- Early Identification and Intervention\ First Connections	**FOOTHILL FAMILY SERVICE (#00837)**	RFP	6 years, 3 months	$803,613	$127,500 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
42	Health Systems	Health-Related Systems \ Health Strategy 1- Early Identification and Intervention\ First Connections	**ALTAMED HEALTH SERVICES CORPORATION (#00838)**	RFP	6 years, 3 months	$760,229	$127,500 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
43	Health Systems	Health-Related Systems \ Health Strategy 1- Early Identification and Intervention\ First Connections	**PEDIATRIC & FAMILY MEDICAL CENTER (#00839)**	RFP	6 years, 3 months	$761,202	$127,500 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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44	Health Systems	Health-Related Systems \ Health Strategy 1- Early Identification and Intervention\ First Connections	**NORTHEAST VALLEY HEALTH CORPORATION (#00840)**	RFP	6 years, 3 months	$789,012	$127,500 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
45	Health Systems	Health-Related Systems \ Health Strategy 1- Early Identification and Intervention\ First Connections	**SOUTH CENTRAL LOS ANGELES REGIONAL CENTER FOR PERSONS WITH DEVELOPMENTAL DISABILITIES, INC. (#00841)**	RFP	6 years, 3 months	$781,264	$127,500 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
46	Health Systems	Health-Related Systems \ Health Strategy 1- Early Identification and Intervention\ First Connections	**CHILDREN'S HOSPITAL LOS ANGELES (#08587)** The Contractor is the First Connections training and technical assistance provider for the six First Connections grantees. The Contractor's responsibilities include training staff on conducting developmental screenings, providing parent education, developing strategies to link young children to early intervention services more effectively and conducting small-scale evaluations for quality improvement purposes. In collaboration with Zero to Three, Allies for Every Child, Inc., and Foothill Family Services, the Contractor published a report on the benefits of developmental screening in FY 18–19. In FY 19-20, the Contractor will continue to facilitate and lead Learning Collaborative meetings, support First Connections grantees' assessment of parents' satisfaction, and help community agencies to prepare, refine and standardize toolkits and train-the trainer materials for program sustainability and dissemination. On September 8, 2011, the Board approved a $900,000 commitment for the Ensuring Identification and Intervention-Autism and Other Developmental Delays Initiative. On May 16, 2013, the Board approved a motion to approve an additional $1.6 million allocation (for a new total of $2.5 million) over three years for up to six grants to augment First 5 LA's investment in early identification and autism spectrum disorders and other developmental delays. On March 10, 2016, the Board approved additional funding for $1.25 million, for a revised allocation of $3.75 million for the resolution. On November 9, 2017, the Board approved an extension of First Connections for an additional 2 years through June 30, 2020, for an amount not to exceed $1.9 million. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	RFP	6 years, 5 months	$845,419	$133,333 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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47	Health Systems	Health-Related Systems \ Health Strategy 2-Trauma Informed Care\ Trauma-Informed Care	**CITY OF LONG BEACH, DEPARTMENT OF HEALTH AND HUMAN SERVICES (#10082)** First 5 LA is partnering with the City of Long Beach to accomplish three goals: 1) pilot trauma and resiliency strategies within and across two systems/organizations in the City of Long Beach; 2) convene key trauma-informed champions to design and implement a cross-systems, place-based approach to support staff delivering trauma and resiliency-informed care; and 3) document organizational culture shift and the associated processes demonstrating how services are delivered and communities engaged for future replication. In FY 18-19, the Contractor has identified the City's Department of Health and Human Services as one of the two systems for this project, identified the training focus for staff training needs, and has held a cross-system leadership engagement session as well as a cross-system retreat. In FY 19-20, the Contractor will continue to fund a City of Long Beach, Department of Health and Human Services (DHHS) position to build upon existing efforts and momentum to strengthen a cross-system, citywide trauma and resiliency-informed approach. The Contractor is in the process of facilitating paradigm shifts within two systems, collaborate with other community-level initiatives, and document organizational culture change and lessons learned for future replication. The Board approved the 2-year strategic partnership with the Contractor for $150,000 on February 8, 2018. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	2 years	$150,000	$77,981 *Assigned for FY 19-20*	7/1/2019	7/1/2019	6/30/2020	Yes

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48	Health Systems	Health-Related Systems \ Health Strategy 1- Early Identification and Intervention\ Help Me Grow	**LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH (#10056)** The Contractor is the organizing entity and co-implementer of Help Me Grow - Los Angeles (HMG-LA) and is tasked with building out the necessary foundational infrastructure for HMG-LA. In FY 18-19, the Contractor conducted a survey of screening practices with more than 300 pediatric health care providers in the County, engaged stakeholders across multiple sectors about HMG-LA and developed an implementation plan for HMG-LA's Centralized Access Point, data collection and communications. In FY 19-20, the Contractor will procure elements of the HMG-LA Centralized Access Point (including website) and launch advisory committees. In FY 20-21, the Contractor will soft-launch HMG-LA's Centralized Access Point/Website. On November 9, 2017, the Board approved the establishment of a Strategic Partnership with the Contractor to serve as the organizing entity for HMG-LA. The Board approved a clarifying amendment to the Strategic Partnership with the Contractor on May 10, 2018, for $10.1 million over five years. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting. Funding will be included in the budget for FY 20-21 at the June 2020 Commission meeting.	Strategic Partnership	5 years	$10,100,000	$3,192,359 Estimated FY 19-20 Spending $1,308,183 *Assigned for FY 19-20* Impact to FY 20-21 Budget $1,884,176 *Assigned for FY 20-21*	7/1/2019	6/30/2021	6/30/2023	No A few deliverables for the FY 18-19 contract are delayed due in part to longer than expected time to fill vacant county staff positions. As part of the contract renewal, the Contractor will be providing detailed reporting on its progress.
49	Early Care & Education	Early Care & Education (ECE) Systems \ ECE Strategy 3 – Professional Development \ Early Childhood Education Credential Advocacy Project	**CHILD CARE ALLIANCE OF LOS ANGELES (#00861)** The Contractor is the fiscal agent for Partnerships for Education, Articulation and Coordination through Higher Education (PEACH), which is the project lead for the Early Childhood Education (ECE) Credential Advocacy Project. The project increases access to quality ECE by strengthening the preparation and professional development system for early childhood educators. The project supports 1) the modification and implementation of the Child Development Permit Matrix, which lists the current certifications available to professionals working in ECE settings and the educational and experience requirements to receive these permits from the California Commission on Teacher Credentialing, 2) the development and implementation of an ECE Credential for early childhood educators and 3) the alignment of college coursework with the California Early Childhood Educator Competencies. In FY 18-19 PEACH successfully advocated with the Commission on Teacher Credentialing to align the new ECE Teacher Performance Expectations with the ECE Competencies. In FY	Strategic Partnership	4 years	$2,648,000	$600,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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			19-20, the Contractor will continue to build alliances and gain support for an ECE-specific credential. The Board approved the establishment of a four-year Strategic Partnership with the Contractor for $1,750,000 on June 9, 2016. On June 14, 2018, the Board approved an additional $898,000 for the Strategic Partnership for a total project cost of $2,648,000. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.								
50	Early Care & Education	Early Care & Education (ECE) Systems \ ECE Strategy 3 – Professional \ ECE Workforce Registry	**CHILD CARE ALLIANCE OF LOS ANGELES (#08503)** The Early Care and Education (ECE) Workforce Registry (Registry) is a mechanism for generating, maintaining, and disseminating data and information and professional development, educational accomplishments, and employment of the ECE workforce. In FY18-19, the Contractor continued to manage the operations of the Registry, which included working with Quality Start Los Angeles (QSLA) partners to improve the QSLA assessment process using Registry data. Before the end of the fiscal year, the Contractor will be producing a report that offers a snapshot of LA County ECE Workforce members in the Registry, with a focus on active users who are direct service providers. The Contractor also continued efforts for integrating the Registry with existing ECE systems, including AB212 - a stipend program for ECE educators designed to increase their retention and academic preparedness. In FY 19-20, the Contractor will continue the operation, development, and system integration of the Registry in LA. County. The Board approved the establishment of a four-year Strategic Partnership with the Contractor for $2,000,000 on May 16, 2013. On March 9, 2017, the Board approved a three-year extension of the Strategic Partnership and an additional $2,000,000 for a total project cost of $4,000,000. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	6 years, 10 months	$4,000,000	$665,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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51	Early Care & Education	Early Care & Education (ECE) Systems \ ECE Strategy 2 – QRIS \ QRIS Architects Group and Systems Planning	**VIVA STRATEGY AND COMMUNICATIONS LLC (#09123)** Quality Start LA (QSLA) is Los Angeles County's local Quality Rating and Improvement System (QRIS) efforts. QSLA is a voluntary QRIS designed to help parents of children birth to age five choose the best early childhood education for their family by helping parents understand what makes an early learning program effective. QSLA supports the professionals from licensed centers and family child care homes in the continuous improvement of their programs through training, resources, and funding for providers. The Contractor serves primarily as an external facilitator to assist First 5 LA and its Quality Start LA stakeholders as a convener and thought partner for Quality Start LA. Through First 5 CA's Improve and Maximize Programs so All Children Thrive (IMPACT) initiative, Quality Start LA Leadership works collaboratively to develop, refine and improve LA County's QRIS's to improve the quality of early care and education environments for Los Angeles County's earliest learners ages 0-5. In FY 18-19, the Contractor focused on facilitation of QRIS stakeholders' meetings and assisted in the transition to a new governance structure focused on the implementation of the aligned QRIS model developed by the QRIS Architects over the past several years. In addition, The Contractor developed a number of QSLA collateral materials to facilitate our policy and advocacy work around quality improvement in ECE settings. In FY 19-20, the Contractor will continue to support key QSLA stakeholders by facilitating meetings of the Funders' Circle and Leadership Council. They will also assist in refining the QSLA cost estimation model to reflect actual costs of QRIS implementation based on new changes to our QRIS model in Los Angeles County. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Procurement Exception	4 years, 6 months	$1,662,250	$200,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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52	Early Care & Education	Early Care & Education (ECE) Systems \ ECE Strategy 1 - Policy/Advocacy \ ECE Policy Advocacy Fund	**COMMUNITY PARTNERS (#09347)** The Early Care and Education Policy and Advocacy Fund (Fund) is a multi-year initiative that aims to advance improved access to quality, affordable, sustainable Early Care and Education (ECE). The Contractor serves as the intermediary for the Fund to accomplish the following objectives: 1) provide administrative coordination of the Fund including co-design of the Fund, and the competitive grantee selection process; 2) coordinate capacity building, learning and information sharing; 3) track and assess progress towards the anticipated Fund outcomes; and 4) inform First 5 LA's efforts to build relationships with other funders/partners working to increase investments and policy changes in ECE. The Fund provides partnership grants and emerging opportunities grants for ECE policy and advocacy-related projects. In FY 18-19, the Contractor awarded grants on First 5 LA's behalf to over 18 organizations advocating for improved access to quality, affordable, sustainable ECE. The Contractor also provided support, convening spaces and individualized technical assistance to those organizations. In FY 19-20, the Contractor will continue to award grants as well as evaluate the efficacy of the Fund in meeting its field-building and policy outcome goals. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	RFQ	4 years, 8 months	$15,000,000	$3,300,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2021	Yes
53	Early Care & Education	Early Care & Education (ECE) Systems \ ECE Strategy 1 - Policy/Advocacy \ Kindergarten Readiness Assessment	**THE REGENTS OF THE UNIVERSITY OF CALIFORNIA (#09583)** The Kindergarten Readiness Assessment Training and Technical Assistance project expands the number of districts collecting the Early Development Instrument (EDI) in Los Angeles County. The EDI is a population level assessment which provides insight into young children's developmental readiness for kindergarten, as well as highlights population wide vulnerabilities in five domains including social competence, emotional maturity, language and cognitive skills, communication skills, and physical health and well-being. The EDI measures a student's school readiness three to six months after kindergarten entry. The instrument is a reflective tool administered by kindergarten teachers. The Contractor provides technical assistance and shared learning opportunities to local stakeholders to support the use and spread of the EDI results to improve and monitor local early childhood systems. The Contractor trained teachers and collected data at all approved	Strategic Partnership	2 years, 7 months	$1,521,500	$574,500 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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			school districts in FY 18-19. In FY 19-20, the Contractor will train teachers and provide technical assistance and coaching for schools collecting EDI data. The Contractor will provide EDI analysis and reports to districts and communities collecting the EDI. The Board approved the establishment of an 18-month Strategic Partnership with the Contractor for $522,000 on July 13, 2017. On April 12, 2018, the Board approved the extension to the Strategic Partnership through June 30, 2020 for a total project cost of $1,600,000. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.								
54	Early Care & Education	Early Care & Education (ECE) Systems \ ECE Strategy 3 – Professional \ Early Childhood Educator Competencies Curriculum Project	**CHILD CARE ALLIANCE OF LOS ANGELES (#10045)** The purpose of the First 5 LA Early Childhood Educator (ECE) Competencies Training and Technical Assistance Project is to strengthen the early learning professional development system by integrating the California Early Childhood Educator Competencies into Los Angeles County training programs. The project supports ECE professional development organizations to enhance and align professional development outside of the higher education system. In FY 18-19 the Contractor planned and implemented a four-day ECE Competencies Learning Institute for seven professional development grantees. Additionally, it provided technical assistance by convening two peer-learning exchanges and provided coaching services. In FY 19-20, the Contractor will develop and lead various training and technical assistance activities with ECE leaders, including coaching and peer learning communities. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	RFP	2 years, 2 months	$355,000	$150,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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55	Early Care & Education	Early Care & Education (ECE) Systems \ ECE Strategy 1 – Policy/Advocacy \ Kindergarten Readiness Assessment	**<u>UNITE-LA, INC. (#10077)</u>** The Kindergarten Readiness Assessment Training and Technical Assistance project expands the number of districts collecting Early Development Instrument (EDI) data in Los Angeles County and provides technical assistance and shared learning opportunities to local stakeholders to support the use and spread of the EDI results to improve and monitor local early childhood systems. The EDI is a population level assessment which provides insight into young children's developmental readiness for kindergarten, as well as highlights population wide vulnerabilities in five domains including social competence, emotional maturity, language and cognitive skills, communication skills, and physical health and well-being. The EDI measures a student's school readiness three to six months after kindergarten entry. The instrument is a reflective tool administered by kindergarten teachers. The Contractor completed local and national case studies and write-ups in FY 18-19. The Contractor is preparing to launch the L.A. Compact Early Childhood Stewardship Group (Stewardship Group) in FY 19-20. The Stewardship Group will be made up of key, cross-sector stakeholders working across Los Angeles County to ensure all young children enter school ready and healthy to succeed. School readiness is predictor of future success, yet we do not know how many of our children are ready for school since school readiness is not being tracked consistently across Los Angeles County. Members of the Stewardship Group will explore and identify a set of population level metrics to establish a school readiness baseline and will use the data to uncover trends and patterns around children's readiness for school across the county. The data will paint a picture of how programs, policies and systems are shaping early childhood outcomes and inform our decisions on how we can better drive equitable investments and resource allocations in early childhood systems and supports. The Board approved the establishment of a Strategic Partnership with the Contractor for $415,000 on March 22, 2018. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	2 years	$360,000	$180,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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56	Early Care & Education	Early Care & Education (ECE) Systems \ ECE Strategy 1 – Policy/Advocacy \ Educare Policy and Advocacy	**LONG BEACH EDUCATION FOUNDATION (#10080)** The Contractor is the fiscal agent for Educare Los Angeles at Long Beach. Educare is the only nationally recognized, research-based Educare model in Southern California. It is aimed at narrowing the achievement gap for low-income children before they enter kindergarten. During FY 18-19, the Contractor provided full-day, full-year services to 159 low-income infants, toddlers, preschoolers and their families. Funding from First 5 LA enhanced the mental health services provided to families, family engagement, professional development opportunities for Educare and its staff and focused on ongoing evaluation of the Educare model for children in North Long Beach. For FY 19-20, the Contractor will continue to 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. The Board approved the establishment of a three-year Strategic Partnership with the Contractor for $1,000,000 on February 8, 2018. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	3 years, 2 months	$1,000,000	$300,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2021	Yes
57	Measurement, Learning & Evaluation	N/A\ Data Development and Integration\WIC Data Mining Research Partnership N/A\ Learning Plan Development \ Cross Outcomes/Strategy Area	**PUBLIC HEALTH FOUNDATION ENTERPRISES, INC. (#07030)** The Contractor leads the Women, Infants, and Children (WIC) Data Mining Research Partnership, a data partnership that pulls together and analyzes WIC administrative data for Los Angeles County and conducts a periodic survey of a random sample of WIC parents on a range of early childhood topics. During the last contract term, the Contractor had numerous accomplishments, which included downloading State WIC administrative data for Los Angeles County for processing and analysis; generating two issue specific briefs on Food Security and Healthcare Coverage for broad dissemination; publishing three peer-reviewed journals on topics related to nutrition and breastfeeding practices using the WIC data; engaging with First 5 LA to plan and conduct analysis and generate findings to inform program outcome area decision-making using WIC survey data; sharing findings with WIC programs and external agencies serving children 0-5; and maintaining and updating the L.A. County WIC Data Mining Website. During the next contract period, the Contractor will update and renew partnership agreements with local and county-level WIC agencies to support	Strategic Partnership	5 years	$2,334,205	$848,259 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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			research partnership activities; collaborate with First 5 LA to identify current data needs and explore new high-priority areas for data collection expansion; work closely with the California Department of Public Health to maintain access to WIC administrative data in anticipation of the upcoming data collection efforts in 2020; prepare for the 2020 WIC survey, which includes research, piloting and psychometric analysis for the inclusion of a set of measures related to the protective factors; conduct outreach and engage with a broad array of stakeholders around WIC survey findings to ensure that data is being used by stakeholders; and produce topical briefs, posters, oral presentation and manuscripts to share WIC data more broadly. The partnership with PHFE for the Data Mining project has been a long-standing project that began prior to the current strategic plan. On October 8, 2015, the Board approved an extension of the Strategic Partnership to extend the project for five years to coincide with the 2015-20 Strategic Plan. The project length indicated in the table refers to the term of the project under the current Strategic Plan. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.								
58	Measurement, Learning & Evaluation	N/A\ Data Partnership with Funders \ Children's Data Network (CDN)	**UNIVERSITY OF SOUTHERN CALIFORNIA (#08576)** The Contractor houses the Children's Data Network which is a data and research collaborative focused on the linkage and analysis of administrative records. In partnership with public agencies, philanthropic funders, and community stakeholders, we seek to generate knowledge and advance evidence-rich policies that will improve the health, safety, and well-being of our children. In FY 18-19, the Children's Data Network accomplished several major tasks, the most notable being the completion of a record reconciliation project for the State Department of Health and Human Services where individual records were linked across eight major State Departments. For the first time, state government has the ability to understand how individuals are served through multiple service systems. Another notable accomplishment is the completion of a report that highlighted the overlap between subsidized child care and involvement in the child welfare system. The findings have policy and program implications for LA County service delivery systems. In FY 19-20, the Children's Data Network will support the First 5 LA Impact Framework by supplying data for one of our results indicators, several of the monitoring measures and	RFQ	9 years, 8 months	$5,763,238	$850,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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			provide focused analysis and interpretation. The Contractor will also continue to implement projects that utilize linked administrative data that will inform LA County Home Visitation expansion, and the implementation of the Office of Child Protection Prevention Plan. On October 14, 2010, the Board approved a motion to help create a countywide Data Partnership focused on increasing access to timely accurate data and improving outcomes for families with young children and invest $5 million. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.								
59	Measurement, Learning & Evaluation	N/A\ Program Evaluation \ Welcome Baby Impact Study	**AMERICAN INSTITUTES FOR RESEARCH (#09176)** The Contractor will design and conduct the Welcome Baby Impact Evaluation. The primary goals of the evaluation are to determine the impact of Welcome Baby on maternal and child outcomes; determine whether the impact of Welcome Baby varies across maternal risk levels (as assessed by the Modified Bridges for Newborns Screening Tool); and identify variation in the impact of the Welcome Baby program across demographic subgroups. In FY 18-19, the Contractor has drafted and finalized Institutional Review Board (IRB) packets, coordinated and received initial agreements to participate in the study from five hospitals, coordinated with the database administrator to update the Strengthening Families Database to include fields necessary for the study, drafted and finalized the hospital liaison training materials, drafted and finalized baseline data collection tools, and continued regular communication and coordination with First 5 LA and relevant grantees and contractors. Current delays in the project are tied to First 5 LA's amendments to include data sharing language in Welcome Baby hospital contracts. As soon as these revised hospital contracts are in place, the Contractor will be able to move forward with IRB submissions and data collection. In FY 19-20, the Contractor will acquire IRB approvals for 13 Welcome Baby hospitals; recruit study participants and begin data collection; and conduct initial analyses and draft a findings memo On September 11, 2014, the Board approved the Welcome Baby Evaluation. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	RFP	6 years	$3,500,000	$1,202,567 *Assigned for FY 19-20*	7/1/2019	6/30/2020	3/31/2022	Yes

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60	Public Policy & Government Affairs	N/A\ Policy Agenda/ Advocacy\ Strategic Plan Advocacy Strategies	**CHILDREN NOW (#08765)** The Contractor will provide expertise and technical assistance to First 5 LA on state early identification and intervention policy areas aligned with First 5 LA Strategic Plan and in coordination with First 5 LA staff. In FY 18-19, the Contractor supported the State ECE Coalition efforts to pass policies to increase the quality of early learning and increase support for state investment in home visiting. In FY 19-20, the Contractor will support efforts to expand state investment in home visiting and early identification investments for developmental screening and early childhood quality measures. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	RFQ	5 years, 8 months	$1,549,500	$75,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	No The scope of work and budget has been reduced for FY 19-20 to emphasize intelligence sharing, regular communication and technical assistance within early identification and intervention. The Contractor will no longer provide support to early learning priorities or the State ECE Coalition under this contract. This narrow scope will allow the Contractor to focus on these key areas for FY 19-20.
61	Public Policy & Government Affairs	N/A\ Policy Agenda/ Advocacy\ Federal Policy and Sustainability Advocate	**THE RABEN GROUP (#09250)** The overarching objectives of this project are to represent First 5 LA with federal decision-makers and national partners in Washington, D.C.; develop and execute advocacy strategies to advance our public policy goals; and provide strategic guidance for First 5 LA's prioritization of and involvement in various federal activities. Some examples of the work include: developing tactics to advance First 5 LA's/the First 5 network's policy goals, drafting quarterly memos highlighting key federal updates and planning advocacy meetings on First 5 LA's behalf. In FY 18-19, the Contractor coordinated a first time ever First 5 Advocacy Day in Washington, D.C. for First 5 LA and our First 5 network, which included First 5 California, the Association, and other First 5 commissions across the state. In FY 19-20, the Contractor will continue to develop and execute advocacy	RFQ	4 years	$515,000	$130,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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			strategies to help advance First 5 LA's organization-wide Policy Agenda. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.								

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62	Communications	N/A \ Communications & Marketing \ Strategic Communications	**THE OGILVY GROUP, LLC (#09172)** The Contractor provides professional full-service communications and marketing services to advance the outcomes of First 5 LA's 2015-2020 Strategic Plan. This contract will provide First 5 LA with the ability to move forward on several communications projects to advance our policy and system change goals. In FY 18-19, the Contractor provided strategy, counsel and project management in several areas, including a complete redesign of First5LA.org website, development and implementation of social/digital strategy and content for both the public affairs and parenting audiences, initiative support including planning, logistics and media outreach for First 5 LA's annual advocacy day and legislative engagement events, continued support with brand ambassador training models, and ongoing communications strategy counsel. Also in FY 18-19, the Contractor developed and launched two research studies to inform marketing and communications efforts. For FY 19-20, the Contractor will continue providing integrated communications counsel, strategy development and initiative support in a number of key projects, including implementation of new social platform strategy to align content distribution to audience's (parents, decision-makers, and advocates) needs, development and launch of an internal communications exploration project that will provide insights for an internal communication strategy and implementation plan, facilitation of brand ambassador trainings for First 5 LA Commissioners, general communication support for annual advocacy and legislative/decision-maker events, media and partnership outreach. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	RFQ	4 years, 2 months	$10,618,450	$2,600,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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63	Communications	N/A \ Communications & Marketing\ Communications & Marketing	**D&J PRINTING, INC. DBA SINCLAIR PRINTING COMPANY (#09457)** The Contractor provides printing services to First 5 LA for the production and delivery of First 5 LA's Parenting Guide as well as production of First 5 LA's general printing needs. The Parenting Guide is a quarterly publication that highlights a variety of themes and subjects, all focusing on the five protective factors outlined in the 2015-2020 Strategic Plan and is distributed across Los Angeles County during Countywide and Best Start efforts. First 5 LA's agency-wide and Communities Department's printing needs include stationary, promotional flyers, brochures and other printing that support First 5 LA's communication and outreach efforts. During FY 18-19, the Contractor successfully printed and distributed the four editions of the Parenting Guide, as well as provided quality printed collateral for First 5 LA. The Contractor's primary goals for FY 19-20 are to continue to provide the same quality materials and produce quarterly editions of the parenting guide. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	RFQ	5 years, 2 months	$795,844	$149,500 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2022	Yes
64	Communications	N/A \ Communications & Marketing\ Strategic Communications Partnerships	**PACIFIC OAKS EDUCATION CORPORATION (#10085)** The Contractor instituted the Early Childhood Journalism Fellowship at Pacific Oaks College and Children's School. The Early Childhood Journalism Fellowship will have a fellow focus on a wide range of issues and implications for policy and practice related to children from prenatal to age five, their families, and communities, and will have access to the Contractor's unique knowledge base through its Children's School. In FY 18-19, the Contractor established the Early Childhood Journalism Fellowship and retained the first fellow who began reporting on early childhood issues, which resulted in numerous media placements. In FY 19-20, the Contractor will maintain and continue support of the fellow's work on reporting on early childhood issues. The Board approved the establishment of a two-year Strategic Partnership with the Contractor for $328,000 on May 10, 2018. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	2 years	$328,000	$164,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes

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	DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**ESTIMATED TOTAL PROJECT COST**	**CONTRACT AMOUNT**	**ANTICIPATED CONTRACT START DATE**	**ANTICIPATED CONTRACT END DATE**	**ANTICIPATED PROJECT END DATE**	***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?**
65	Facilities Management	Internal Operations \ Facilities	**MORLIN ASSET MANAGEMENT, LP (#06895)** The Contractor provides facility management services for First 5 LA. Services include building management and maintenance, handling room reservations, providing reception, general stocking of supplies, parking management, postage machine updates, handling office placement and staff requests, tenant management, contract services and other facilities-related work as assigned. The contract amount includes the management fee of $36,000 and administration costs (wages and benefits) of $245,985. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Procurement Exception	15 Years	$2,324,091	$281,985 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2020	Yes
66	Information Technology	Internal Operations \ Information Technology	**SHI INTERNATIONAL CORP. (#10092)** First 5 LA purchases computers/laptops and computer-related workstation equipment from this Vendor. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	RFQ	2 years, 11 months	$300,000	$100,000 *Assigned for FY 19-20*	7/1/2019	6/30/2020	6/30/2021	Yes

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

Attachment A
June 2019

AMENDMENTS									
	DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**CURRENT CONTRACT AMOUNT**	**AMENDMENT AMOUNT**	**NEW CONTRACT AMOUNT**	***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?**
1	Family Supports	Families\ Families Strategy 1 – Home Visiting \ Home Visiting Sustainability Support in Health Systems	**HEALTH MANAGEMENT ASSOCIATES, INC. (#10096)** **Contract Extension of 1 year and Additional Funding of $140,000** The Contractor provides technical expertise, assistance and support to the Family Supports and Health Systems Departments. The Contractor supports broader programmatic needs in several areas including partnership development, sustainability strategy development and fund leveraging, particularly with LA County child and family-serving departments and health plans. The Contractor will support First 5 LA in strategy implementation, including identifying key opportunities within the County, the State and health plans, supporting partnership-building with relevant departments/business lines and individuals who can help catalyze and advance First 5 LA's key priorities. As needed, HMA will provide technical expertise in operationalizing specific programmatic and policy strategies related to leveraging and maximizing funding (federal, state and local). The requested amendment will enable First 5 LA to evaluate new avenues to sustain and grow programs using public revenues and profile leading health plan practices in California, which can support improvements in LA County's early identification and intervention system for pregnant women and children enrolled in Medicaid. Funding for this amendment will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Procurement Exception	1 year, 11 months	$120,000	$120,000	$240,000 Estimated FY 18-19 Spending $100,000 *Committed for FY 18-19* Estimated FY 19-20 Spending $120,000 *Assigned for FY 19-20*	Yes
2	Family Supports	Families\ Families Strategy 1 – Home Visiting \Targeted Case Management Implementation Support; N/A\Internal Operations\Finance	**OPTIMAS SERVICES, INC. (#10022)** **Contract Extension of 1 year and Additional Funding of $288,500** The Contractor supports the implementation of the Target Case Management (TCM) project. TCM is a benefit category of Medicaid. TCM reimburses participating counties for the federal share of costs for billable, case management services such as access to needed medical, social, education and other services, provided to Medi-Cal beneficiaries in specific target populations. The requested amendment will allow the Contractor to assist First 5 LA in administering County-based Medi-Cal Administrative Activities (CMAA) program. The CMAA program is overseen by the Los Angeles County Local Governmental Agency in concert with the State Department of Health Care Services (DHCS). The Contractor will oversee the DHCS required claim plan submittal process, ensure that staff is adequately trained to conduct the CMAA submittal process and oversee the CMAA time tracking system. Funding for this amendment will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Procurement Exception	2 years, 7 months	$240,600	$288,500	$529,100 Estimated FY 18-19 Spending $210,300 *Committed for FY 18-19* Estimated FY 19-20 Spending $224,000 *Assigned for FY 19-20*	Yes

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

Attachment A
June 2019

AMENDMENTS									
	DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**CURRENT CONTRACT AMOUNT**	**AMENDMENT AMOUNT**	**NEW CONTRACT AMOUNT**	***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?**
3	Communications	N/A \ Communications & Marketing \ Communications & Marketing	**MW MULTIMEDIA DESIGN AND DEVELOPMENT INC. (#10126)** **Contract Extension of 6 months and Additional Funding of $25,000** The Contractor redeveloped and redesigned the First 5 LA site, First5la.org. The purpose of this site is to communicate directly with our stakeholder audience to give easy and focused access to First 5 LA goals, strategies, outcomes, policy work, and Partnership opportunities. The requested amendment will allow the Contractor to continue current website maintenance, including updating website functionality, navigation, Search Engine Optimization (SEO), custom user profiles and workflows. Funding for this amendment will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Procurement Exception	1 year, 3 months	$72,000	$25,000	$97,000 Estimated FY 18-19 Spending $72,000 *Committed for FY 18-19* Estimated FY 19-20 Spending $25,000 *Assigned for FY 19-20*	Yes

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

Agenda Item: 2D
Date: June 13, 2019

FIRST 5 LA

SUBJECT:
Request to

1. **Establish a Strategic Partnership with California Community Foundation Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment Baby Futures Fund in the Amount of $200,000 to ensure a complete and accurate count of children birth to age 5 in the 2020 Census for the period of 12 months, and**
2. **Authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed $200,000 with an anticipated contract start date of June 17, 2019 to June 16, 2020 (Fund Balance Category: Committed).**

RECOMMENDATION (PROVIDED AS INFORMATION):
This memo was provided as information for the Board's consideration at the Board of Commissioners Meeting on May 9, 2019. At today's June 13, 2019 Commission meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with California Community Foundation Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment Baby Futures Fund for an amount not to exceed $200,000 for the period of 12 months and authorize staff to execute a contract with an anticipated contract start date of June 17, 2019 to June 16, 2020 in an amount not to exceed $200,000. Payment will be advanced in FY 2018-19 to support partnership costs over the 12-month period. Funds to fulfill the FY 2018-2019 advance are included within the current First 5 LA Programmatic Budget under Strategic Partnership – Cross-Cutting Funder Partnership, Emerging Funder Collaboratives program, which was approved by the Board of Commissioners in June 2018.

BACKGROUND:
First 5 LA's strategic plan aims to expand and improve early childhood systems beyond their current capacities and program delivery, yet the potential for an undercount of young children in the census undermines our baseline assumption of continued federal funding without significant reductions. Our strategic goals depend on the stability of federal funds and aim for eventual increases as well. First 5 LA's strategy is to enhance the 0-5 census efforts by aligning with Los Angeles County-specific investments to ensure families with young children are appropriately and accurately counted, which would lead to the continued support of L.A. County children through federal funds commensurate with our population.

Over the years, First 5 LA has developed a list of policy priorities, with budget and program requests at the federal level. Two budget request examples include an increase of funding for the Child Care Development Block Grant and Individuals with Disabilities Education Act (IDEA Parts B and C). These increases are just a small contribution to what is needed to be done to ensure all L.A. County children have a successful start in school and life.

The census plays a primary role in determining how funds are distributed across a range of vital programs and services, including programs that provide critical services to young children. Yet the 2010 Census failed to count almost 1 million children in the nation, birth to age four, leading to underfunded programs that are critical for family stability and opportunity.

Children birth to age four years old have been identified as one of the populations most at risk of being under-counted in the 2020 Census. As one of the state's leading early childhood advocates and funders, we have an opportunity to maximize the federal funding allocated to programs that benefit families with young children in Los Angeles County by ensuring an accurate count. In addition to being the regional 2020 Census funder convener, CCF was recently awarded the California Complete Count – Census 2020 Office outreach partner funding to encourage participation of all Los Angeles County residents in the U.S. Census Bureau's 2020 decennial count. The CCF Community Initiatives Fund, fiscal sponsor of the Los

Angeles Partnership for Early Childhood Investment, is a unique partner as it is a hub for pooling philanthropic funding and coordinating census efforts for all hard-to-count populations, specifically the 0-5 population.

First 5 LA's strategy is to enhance the 0-5 census efforts by aligning with Los Angeles County-specific investments to ensure resources are connected to families with young children. The First 5 LA funds will be directed towards (1) message development focusing on families with young children and (2) partnering with community-based organizations that hold trusted working relationships in communities to conduct outreach.

2020 Census Background

Children under 5 are undercounted at a higher rate than any other age census group, and the undercount has worsened since 1980. According to recent analysis conducted by Dr. Bill O'Hare, the nation's leading expert on the child undercount, **children 0-4 in LA County were almost eight times more likely to be undercounted compared to adults.** California has a much larger population of young children than any other state. More than 1.5 million infants and toddlers live in California families, with 62 percent of them born into low-income households likely to rely on crucial support services that receive federal funding determined by the census.

Undercounting young children in Los Angeles would have highly negative consequences for funding and families alike. Roughly 300 federal programs use census-derived data to allocate more than $800 billion in funding annually, including nearly $160 billion specifically on programs for children. These programs include: Medicaid, the Children's Health Insurance Program, the Supplemental Nutrition Assistance Program (SNAP), the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), Title I education funding, the school lunch program, grants for special education, Head Start and Early Head Start, foster care assistance, and the Child Care and Development Fund.

To demonstrate the amount of funding at stake, PricewaterhouseCoopers estimated, in a report to Congress on the effects of the Census 2000 undercount, that Los Angeles County took the largest loss nationally as it missed out on an estimated $650 million in federal funding between 2002 and 2012.

Home to about a fourth of California's population (10.3 million people), Los Angeles County may be one of California's hardest-to-count regions in 2020. A third of the County's census tracts are likely to be very hard to count, according to Census Bureau estimates that draw on local demographic characteristics (e.g., race/ethnicity, age, citizenship, and housing conditions) and historical trends. These areas tend to be concentrated in Central and East LA, south through Compton, as well as parts of Long Beach, the San Fernando and San Gabriel Valleys, Pomona, and Palmdale. Households in these very hard-to-count areas are less likely to respond initially to census forms and are therefore at risk of being undercounted.

Certain neighborhoods throughout L.A. County have high shares of young children. In particular, East and South LA, as well as Lancaster and Palmdale, have larger concentrations of young children—who are historically undercounted in the census. In many of these neighborhoods, children under five years old make up more than 10% of residents, compared to less than 7% statewide.

Researchers attribute the undercount of young children to the following:

- **Some kids are not counted because their whole family is not counted**. Hard-to-count families include those who are highly mobile or homeless, and households without an adult fluent in English. Families living in poverty or headed by young adults or individuals without a high school diploma are less likely to respond to the census than more affluent, older, and more highly educated households. The households most likely to be missed have a disproportionate share of young children. Immigrant families with undocumented members are sometimes reluctant to respond out of fear. The decision to add a citizenship question to the 2020 census will undoubtedly exacerbate this problem.
- **Other kids are not counted even though some of their family members are.** Some households respond to the census but don't include all members on the survey. This sometimes happens in multigenerational households, dual-family households, families with joint custody, and households

where a grandparent or other relative cares for a child. Some do not realize the importance of including every family member, as young children, particularly newborns, are more likely to be excluded than school-age kids.

These compounding factors risk increasing the undercount of young children, which would threaten future funding for these communities, including Best Start communities.

The Commerce Department also has requested to add a citizenship question for the first time since 1950, causing significant concern since it may suppress census participation among immigrant families, who fear the federal government accessing their information, among other worries. The Supreme Court has agreed to decide whether the Administration can add a citizenship question to the 2020 census, but news coverage of the citizen question is already creating apprehension and increasing the likelihood that immigrant families will not complete the census survey.

Philanthropy 2020 Census Landscape

Given the financial stake, funders are coordinating at both the state and county level to align and advance local advocacy efforts, fund needed research and data collection, support coalition building, and message outreach, and partnerships. Outlined below are all the census statewide and local philanthropic stakeholders and activities currently underway and First 5 LA's participation:

- Grantmakers Concerned with Immigrants and Refugees (GCIR) convenes the statewide table co-chaired by California Endowment and Irvine Foundation. First 5 LA has been participating in these meetings as well as the 0-8 subgroup along with the First 5 Association, Blue Shield of California Foundation, California Community Foundation, the LA Partnership for Early Childhood Investment (LA Partnership), Heising-Simons Foundation, and Packard Foundation.
- California Community Foundation (CCF)—the Southern California 2020 Census funder convener— is partnering with L.A. County and City along with key organizations such as GCIR, Southern California Grantmakers (SCG), and the Census Policy Advocacy Network (CPAN). First 5 LA has been coordinating with CCF and the LA Partnership on 2020 Census strategies for ensuring kids 0-5 are counted.

Regarding funding, CCF is developing a partnership with LA County and LA City to pool funds to support community-based education, outreach and assistance efforts for hard-to-count (HTC) communities across Los Angeles County in the Census 2020. This public-private partnership will seek to fundraise an additional $4 million from philanthropy. Their investment will support all hard-to-count populations, including 0-5 populations. CCF has also been recently named the California Complete Count – Census 2020 Office Administrative CBO for Los Angeles County.

This presents an opportunity for First 5 LA to leverage philanthropic and county investments, play a driving and coordination role for 0-5 efforts and contribute funding that amplifies the 0-5 focus locally. As outlined above, young children don't fit neatly into predominant paradigms for why people are missed in the Census. Therefore, a targeted approach and differentiated messaging is required to reduce the undercount of young children that is different from other hard-to-count groups. Informed by CCF and First 5 LA, the LA Partnership approved a $50,000 set aside under their grantmaking fund—Baby Futures Fund—housed at the CCF Community Initiatives Fund. These funds will go to Community-Based Organizations and consultants for activities included below. First 5 LA can enhance these activities and incentivize contributions from other funders to focus on 0-5 kids 2020 Census outreach efforts.

PROJECT

First 5 LA is proposing to maximize the number of young children counted in the 2020 Census by contributing to the Baby Futures Fund, housed at the CCF Community Initiatives Fund and managed by the LA Partnership, which can expeditiously provide needed resources to consultants, early childhood providers, and Community Based Organizations to:

- Develop census messaging for families with young children to increase awareness of the importance of census-tied funding for local communities, and to encourage families to complete the 2020 Census survey, including all of their children

- Implement a communications campaign to disseminate messages in targeted venues (i.e. social media, community fairs)
- Conduct training with and recruit early childhood providers and organizational representatives who are family-trusted messengers to do outreach, and
- Conduct direct 2020 Census outreach with families with young children

Contributing to the CCF Community Initiatives Fund will leverage existing resources and expand the 0-5 2020 Census focus in Los Angeles County. The CCF Community Initiatives Fund, as the fiscal sponsor for the LA Partnership for Early Childhood Investment Baby Futures Fund, approves new grants through an Investor's Committee, where First 5 LA is a voting member. The First 5 LA dollars will be added to the LA Partnership set-aside with other leveraged philanthropic dollars. This funding will be dedicated to message development focusing on families with young kids and will fund **at least six community-based organizations with trust-based relationships with families**, in our Best Start regions, to conduct outreach. In the future, we will continue to ensure ongoing 0-5 census efforts will be coordinated and mutually reinforced and will benefit from our knowledge of relationships with local organizations that work on issues regarding birth to five-year-olds.

Pursuant to the Procurement Policy, Strategic Partners of $75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting approval to establish a Strategic Partnership for an amount of $200,000 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of $75,000 or more within a fiscal year require board approval prior to execution. Staff is seeking approval to execute a contract with an anticipated contract start date of June 17, 2019 to June 16, 2020 in an amount not to exceed $200,000.

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

Sustainability—First 5 LA's 2020 Census contribution is an investment in the future. By leveraging philanthropic dollars, this investment aims to support Los Angeles County in receiving its fair share of federal funding. Census-tied funding is imperative to First 5 LA achieving its strategic plan goals to improve systems and expand early childhood services to the approximately 747,000 kids 0-5 in Los Angeles County. Federal dollars account for more than one-third of all California spending. This translates into more than $100 billion in state spending derived from the federal government, which mainly support health and human services. Undercounting Angelenos, particularly young children, in the upcoming census could have significant fiscal consequences, and thus put at risk the sustainability of future services. Beyond these return on investment considerations, the census is a point-in-time count, Therefore, sustainability criteria are relevant through the successful counting of the LA County population.

Leveraged resources—An anticipated public-private partnership will include the following contributions: $2 million from the California Community Foundation, $2 million from LA City, and a contribution from LA County. This investment will support grant recipients involved in the development of targeted communication tools, trainings for community-based organizations to conduct education and outreach, canvassing efforts, and evaluation. First 5 LA's investment in the Baby Futures Fund will leverage the public-private partnership funds housed at CCF and will be critical in driving the 0-5 focus through CBOs with experience working with families with young children.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

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

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

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

AND

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

The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation. The LA Partnership's mission is to invest in and promote innovations that advance the lifelong health and well-being of LA County children age 0-5. The CCF Community Initiatives Fund as the fiscal sponsor for the LA Partnership for Early Childhood Investment Baby Futures Fund approves new grants through an Investor's Committee, which includes a First 5 LA member. New investments can be submitted for approval at any time and can be approved electronically by the Investors Committee, utilizing this existing structure will help expeditiously expand and implement 0-5 census programming and services by leveraging the LA Partnership's existing infrastructure and expertise, which serves as a resource that cannot be provided through a competitive solicitation. First 5 LA will inform the distribution of funds through our participation in the Investors Committee.

The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the initiative, and ensuring a focus on families with young children. In addition to the California Community Foundation and the LA Partnership for Early Childhood census investments described above, the following funders have contributed or plan to the add their investment through the LA Partnership Baby Futures Fund 0-5 set aside: Ballmer Group ($250,000), Carl & Roberta Deutsch Foundation ($200,000), Atlas Family Foundation, Roth Family Foundation, and the Stein Early Childhood Fund. First 5 LA's investment of $200,000 will leverage these additional private resources at a 1 to 3 rate.

The proposed Strategic Partnership is aligned with the Public Policy and Advocacy Priority Focus Areas under the adopted Strategic Plan by "increasing public-sector investments in children and families, and improving the policies that govern those investments." As a systems change funder, the long-term sustainability of birth to age five programs cannot be secured without ensuring an accurate and complete count of young kids focused on 0-5.

Agenda Item: 2E
Date: May 23, 2019

FIRST 5 LA

SUBJECT:
Request to

1. **Amend a Strategic Partnership with California Community Foundation, fiscal sponsor for the Bold Vision Equity 2028 Fund in an amount of $150,000, for a total project cost of $201,282 for an additional 12 months and**
2. **Authorize First 5 LA Staff to Execute an Amendment of $150,000, for a total contract amount not to exceed $201,282 and extend the contract for 12 months. (Fund Balance Category: Assigned).**

RECOMMENDATION (PROVIDED AS INFORMATION):
This memo was provided as information for the Board's consideration at the May 23, 2019 Special Board/Program and Planning Committee Meeting. At today's June 13, 2019 Board of Commissioners meeting, First 5 LA staff recommend the Board approve the amendment of a Strategic Partnership for an additional $150,000 with a 12-month extension of a Strategic Partnership with California Community Foundation (CCF), the fiscal sponsor for the Bold Vision Equity 2028 Fund, for a total project cost of $201,282. Furthermore, staff would be authorized to execute a contract amendment of $150,000 through June 30, 2020, for a total amount not to exceed $201,282. This amount includes an administrative fee of 2.5%. Funds for FY 2019-20 will be included in the FY 2019-20 First 5 LA Programmatic Budget which will be brought to the Board of Commissioners for approval in June 2019. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:
In order to achieve the goal of significantly expanding economic vitality and shared prosperity for all Angelenos by 2028, the Bold Vision initiative will address the root causes of persistent social problems, such as juvenile justice, homelessness, poor educational opportunities and outcomes for children, and large disparities in health outcomes. Bold Vision 2028 will focus on improving outcomes for families and youth of color living in Los Angeles County. In addition, the project will address systems change through an equity lens, inclusiveness in economic growth, systems' effectiveness, civic engagement and community organizing, and an overall cradle to career orientation. Bold Vision 2028 is a philanthropic-led effort of grant makers and civic leaders which seeks to leverage the opportunity of the upcoming 2028 Olympics being hosted in Los Angeles, by creating a cross-sector collaboration to significantly expand economic vitality and shared prosperity for all Angelenos by 2028.

Since November 2018, First 5 LA's executive leadership has been participating in Bold Vision meetings with other philanthropic leaders. In December 2018, First 5 LA entered into a Strategic Partnership with the California Community Foundation for $51,282 as the fiscal sponsor of pooled resources for the Bold Vision Equity 2028 Fund. This first round of funding went towards a preliminary landscape analysis that informed the Bold Vision project and a solicitation that resulted in the selection of a project team. The project team is composed of a lead project manager and a content consultant. The Project team will be paid for by the Bold Vision Fund and fall under three categories: 1) field alignment 2) research and analysis and 3) civic leader engagement. The consultants will facilitate an inclusive community engagement process organized around Bold Vision's priority systems of housing, health, education, and youth and juvenile justice. Bold Vision will be undergirded by intensive research and analysis in order to develop a final framework with policy and strategy recommendations. To ensure broad alignment, the consultants will engage civic leaders throughout LA County including elected officials as well as the2028 Olympics Planning Committee.

Pursuant to the Procurement Policy, Strategic Partnerships of $75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting to amend the Strategic Partnership for an additional $150,000 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of $75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract amendment of $150,000 and a 12 month extension.

GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):
The Bold Vision Equity 2028 Fund initially began with support from the philanthropic sector totaling $500,000. These organizations include California Community Foundation, the Weingart Foundation, the Blue Shield Foundation, the California Endowment, the Annenberg Foundation, Liberty Hill Foundation, and Ballmer Group. Leaders from each organization are regularly attending governance meetings and are committed to meeting the full cost of the initiative. California Community Foundation can leverage First 5 LA's contribution to attract broader investment from other philanthropic organizations. County government is also anticipated to join the Bold Vision initiative during latter phases of the project. The Center for Strategic Partnerships housed in the County Chief Executive Office is engaged in Bold Vision discussions and serves as a conduit to elected officials and County Department directors.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

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

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

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

AND

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

Establishing this Strategic Partnership in 2018 is aligned with First 5 LA's strategic direction and North Star, that by 2028, all children in Los Angeles County will enter kindergarten ready to succeed in school and life. Bold Vision 2028 brings together philanthropic leaders with key leaders from the public and private sectors along with community-based stakeholders. Los Angeles County is poised to make significant, measurable progress over the next decade due to strong civic leadership and political will, high levels of collaboration and activity across sectors, new dedicated funding sources and strong organizations driving collaborative models. Bold Vision 2018 presents a unique opportunity for First 5 LA to harness this cross-sector platform and the current state of Los Angeles County to elevate the needs of children and their families.

First 5 LA joined Bold Vision 2028 in its formative planning stage which gave us the opportunity to provide critical input on how to incorporate the needs of children prenatal to five, as well as their families, into this work. As Bold Vision enters its next phase, First 5 LA will continue to elevate early childhood as a critical demographic with the highest return on investment. In addition, we will be leveraging resources from other funders, including the following amounts thus far committed: $525,000 from The Weingart Foundation, $500,000 from The California Endowment, $125,000 from The Blue Shield Foundation of

California, $200,000 from The California Community Foundation, $75,000 from The Conrad N. Hilton Foundation and several other prospects have been identified including the Mayor's Office and Los Angeles County. For these reasons, the Strategic Partnership provides an excellent opportunity to leverage First 5 LA funds to produce additional funding for the Bold Vision Equity 2028 Fund.

The proposed Strategic Partnership is aligned with the adopted First 5 LA Strategic Plan because it is directly connected to several of our Strategic Plan outcome areas, our focus on policy and systems change, and our investment guidelines including prevention, partnership and equity. While specific strategies and programs have not yet been identified, Bold Vision will maintain a "cradle to career" framework and promises strong investments in young children of color and their families. The Bold Vision priority systems are correlated with the outcome areas of First 5 LA Strategic Plan include early childhood education, trauma informed care and the prevention of child maltreatment.

Agenda Item: 2F
Date: May 20, 2019

FIRST 5 LA

SUBJECT:
Request to

1. **Amend a Strategic Partnership with Southern California Grantmakers (SCG), fiscal sponsor for the Center for Strategic Partnerships, in the Amount of $75,000, for a total project cost of $125,000, to provide operational support for the Center for an additional three years.**
2. **Authorize First 5 LA Staff to execute an amendment to the Memorandum of Understanding (MOU) with Southern California Grantmakers of $75,000, for a total amount not to exceed $125,000, and extend the contract end date from June 30, 2019 to June 30, 2022. (Fund Balance Category: Assigned).**

RECOMMENDATION (PROVIDED AS INFORMATION):
This memo was provided as information for the Board's consideration at the May 23, 2019 Special Board/Program and Planning Committee Meeting. At today's June 13, 2019 Board of Commissioners meeting, First 5 LA staff recommend the Board approve the amendment of a Strategic Partnership with SCG, fiscal agent for the Center for Strategic Partnerships, is for $50,000. Staff is recommending the Board approve an amendment to the strategic partnership for an additional $75,000 and a 3-year extension and authorize staff to execute an amendment to the existing MOU for an additional $75,000, for a total amount not to exceed $125,000 through June 30, 2022. Funds for FY 2019-2020 will be included within the FY 2019-20 First 5 LA Programmatic Budget under the County Partnership Fund project, which will be brought to the Board for action in June 2019. Beyond FY 2019-20, funds will be pulled from the Assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:
In January 2017, a Strategic Partnership was established with SCG to join 12 other private funders to support the Center as it implements the emerging work of the County's Office of Child Protection (OCP). The Strategic Partnership was for two years at $25,000 per year for a total of $50,000. These items had not been brought forward to the Board previously due to the fact that the funding did not cross the $75,000 threshold required for Board approval. Given we are now crossing this threshold we are bringing this forward for Board consideration. If approved, this Strategic Partnership extension would continue our $25,000 per year in operational support for the Center. Staff is seeking Board approval to execute an amendment to the MOU to increase the budget for an amount of $75,000, for a total amount not to exceed $125,000 through June 30, 2022.

Beyond funding, our support has included active participation in County meetings and workgroups, coordination and facilitation of meetings between County officials and family providers – especially those involving community leaders and parent groups, providing in-kind support via staff resources (subject matter experts, writers, as well as staff leaders), and pooling our funds in support of a number of efforts between OCP and the Center. First 5 LA staff have also served on the Center's Steering Committee drafting its new strategic plan as it migrates to become a permanent office within the Los Angeles County Chief Executive Office (CEO).

In March of 2018, the County CEO convened leaders from all of the Center's stakeholder entities including County Department directors, Board offices and philanthropic leaders. The CEO included the feedback from this session as part of a performance evaluation of the Center's first three years. In addition to raising over $25 million dollars from partners, the Center staff shepherded numerous projects to completion and forged an unprecedented alliance between the public and philanthropic sectors. The County Board of Supervisors voted unanimously to incorporate the Center as a permanent County office housed in the Chief Executive Office.

As part of the County CEO, the Center will become more central in County Departmental planning efforts. Philanthropic partners (including First 5 LA) will fund 45% of the Center's operating budget and County departments will fund 55% which includes staff salaries and benefits. The Board of Supervisors also expanded the Center's focus beyond child protection to all six of the Board Directed Priorities (homelessness, child protection, justice reform, health integration, immigration and environmental monitoring and sustainability). Despite the monumental scope, the Center will continue to focus on vulnerable children and families with an equity framework.

First 5 LA has partnered with the Center on several projects including the Child Welfare Collective Impact group, the One Roof Leadership Initiative, DCFS's Family Bonding Initiative, Resource Family Approval backlog elimination, and the DPSS CalWORKs home visiting pilot in SPA 6. The Center has been a critical partner in the success of each of these efforts and has proven their value to public and private supporters. The Center serves an important role in leveraging public and private resources to advance the work of our Strategic Plan. In turn, First 5 LA has cultivated strong relationships with all of the Center's funders including private foundations and County Department directors.

GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):
First 5 LA previously supported the Center as a 2.5 year pilot initiative with an uncertain future. The Center was then evaluated by its public and private funding partners and the County CEO compiled an assessment for the Board of Supervisors. The outcome of that evaluation was overwhelmingly positive and led to the Center being permanently incorporated as a County office. County funding will come from the Center's departmental collaborators including DMH, DCFS, DPSS, DPH and others. Philanthropic funding will come from organizations like the Parson's Foundation, the Conrad N. Hilton Foundation, California Community Foundation, the Pritzker Foundation, the Weingart Foundation, the Annenberg Foundation and many more. These funders have all committed to sustaining their operational support of the Center for at least three years. The County CEO will periodically assess the Center to measure performance and determine appropriate funding levels and sources. Over the next three years, Center staff will likely increase to carry out their expanded scope of all Board Directed Priorities. The Center's highly regarded leadership team ensures that the Center will serve a vital function to County government for many years to come.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

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

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

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

AND

☒ The proposed Strategic Partnership is aligned with the adopted Strategic Plan.
By definition, the Center for Strategic Partnerships' unique ability lies in leveraging resources across the public and private spheres and ensures First 5 LA is always in working in partnership. For each project that First 5 LA has joined the Center, they have brought on additional partners and resources leading to

greater overall impact. The Centers' supporters include a broad swath of County Departments and philanthropic organizations that share a commitment to the success of young children and their families. First 5 LA's funds to provide operating support to the Center will leverage funding from philanthropic partners, including the Parson's Foundation, the Conrad N. Hilton Foundation, California Community Foundation, the Pritzker Foundation, the Weingart Foundation and the Annenberg Foundation, as well as County partners, including DMH, DCFS, DPSS and DPH. Philanthropic partners (including First 5 LA) will fund 45% of the Center's operating budget and the County departments will fund 55% of the Center's operating budget. First 5 LA's contribution will be matched from other philanthropic partners at similar amounts while County Departments will contribute a slightly larger amount. The diverse portfolio of funders ensures a shared sense of ownership. As part of our contribution we will also maintain a seat at the table with access to important partnership opportunities.

First 5 LA staff will continue to work closely with the Center as one of its primary stakeholders. The Center's strategic plan calls for both an advisory council and a nonprofit sounding board to help the Center in its decision-making and staff resource allocation. First 5 LA will be a member of one of these bodies and will receive regular communication about emerging partnership opportunities with the Center.

The Center will continue its longstanding emphasis on vulnerable children and families and will now apply an explicit equity framework to future projects. True to the Center's focus on cross-sector collaboration, operational funding is a joint effort between philanthropy and government. While the Center has not yet outlined its projects for the next three years, prevention and early childhood will continue to be major priorities. First 5 LA will invest in projects that most align with the outcomes of our Strategic Plan and leverage the Center's ability to partner and attract additional resources. The Center's work aligns with First 5 LA's focus on policy and systems change and the refined investment guidelines as part of the SPR4 Process which includes equity, prevention and engaging partners throughout the evolution of a project.

Agenda Item: 2G
Date: June 13, 2019

FIRST 5 LA

SUBJECT:
Request to

1. **Amend the Strategic Partnership with Child360 in the amount of $3,800,000, for a total project cost of $54,300,000, to continue to serve Quality Start LA (QSLA) participants through June 30, 2020 and**
2. **Authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed $12,600,000 with an anticipated contract start date of July 1, 2019 to June 30, 2020 (Fund Balance Category: Assigned).**

RECOMMENDATION (PROVIDED AS INFORMATION):
This memo was provided as information for the Board's consideration at the May 23, 2019 Special Board/Program & Planning Committee Meeting. At today's June 13, 2019 Commission meeting, First 5 LA staff recommends that the Board approve an amendment of a Strategic Partnership with Child360 for $3,800,000, for a total project cost not to exceed $54,300,000, through June 30, 2020, and authorize staff to execute a contract with an anticipated contract start date of July 1, 2019 to June 30, 2020 for an amount not to exceed $12,600,000. Funds for FY 2019-20 are included in the FY 2019-20 First 5 LA Programmatic Budget under ECE Strategy 2 – QRIS, QRIS Continuous Site Engagement, which is being presented for approval at today's June 13, 2019 Board of Commissioners meeting. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

As of June 30, 2019, the Fund Balance remaining from the Second Master Agreement is estimated (pending Child360's final closure of FY 18-19 financials in Fall 2019) to be $8,800,000. To continue to serve QSLA program participants through FY 19-20, staff is requesting to utilize no more than $3.8 million from First 5 CA's Improve and Maximize Programs so All Children Thrive (IMPACT) initiative to cover the programmatic costs of FY 19-20. Funds to support the financial augmentation of this Strategic Partnership were drawn down through First 5 CA's IMPACT initiative and incorporated into the First 5 LA FY 19-20 budget, and pursuant to the approach approved by the First 5 LA Board of Commissioners to support the provision of Quality Rating and Improvement System (QRIS) services through QSLA.

BACKGROUND:
In April 2015, First 5 LA staff presented information to the board about directional endorsement of LAUP's use of the remaining fund balance from the Second Master Agreement that ended on June 30, 2016. The use of the remaining LAUP fund balance was endorsed by the Board on May 14, 2015, with the contingency that funds were to be used on First 5 LA's and LAUP's mutually aligned priorities and associated strategies around policy and advocacy, Quality Rating and Improvement Systems (QRIS) and workforce development. On November 12, 2015, the Board of Commissioners approved LAUP's ability to retain its remaining fund balance for a period of up to four years (through FY 19-20) following the end of the Second Master Agreement in June 2016 for work related to advancing a uniform Quality Rating and Improvement System (QRIS) in LA County, early care and education (ECE) workforce development activities, and advancing a policy and advocacy agenda supporting high quality early learning in Los Angeles County. Based on current spending patterns, staff estimate Child360's Fund Balance (estimated to be $8.8M as of July 1, 2019) will be exhausted sometime around January 2020. Though Child360's proposed scope of work for FY 19-20 is virtually identical to that of FY 18-19, lack of additional funding to support Child360's ability to provide QRIS services for the remainder of the program year would result in a significant reduction in QRIS participating sites in Los Angeles County, particularly among non-California State Preschool Program (CSPP) sites.

On November 19, 2015, First 5 LA's Board of Commissioners authorized staff to submit the IMPACT Plan to First 5 CA (F5CA). The work of Child360, funded by First 5 LA, has allowed Los Angeles County

to draw down IMPACT funding for the state, the bulk of which has been reserved for re-investment in QRIS service provision. Staff proposed to utilize these funds to support QRIS participants served by Child360 following the exhaustion of Child360's Fund Balance remaining from the Second Master Agreement which ended in June 2015. Though the scope of work to be undertaken by Child360 will be substantively unchanged in FY 19-20, the existing Fund Balance allocation will be fully expended sometime around January 2020. This memo requests additional funds to support the already-participating QRIS sites served by Child360 for the entirely of the FY 19-20 program year. Funds supporting this request have been drawn down from First 5 CA by having met local IMPACT site targets. As of June 30, 2019, the Fund Balance remaining from the Second Master Agreement is estimated (pending Child360's final closure of FY 18-19 financials in Fall 2019) to be $8,800,000. As such, in order to continue to serve QSLA program participants through FY 19-20, staff is requesting to utilize no more than $3.8 million from IMPACT to cover the programmatic costs of FY 19-20. This is in alignment with the intended purpose of IMPACT funds, which was to re-invest in QRIS efforts in Los Angeles County.

Quality Rating and Improvement System (QRIS) – The additional funds will allow Child360 to perform QRIS services as in previous years in alignment with the Quality Start Los Angeles (QSLA) model developed by the QRIS Architects group over the past several years. As part of this work, Child360 will continue to play a role in QSLA's governance structure as a key stakeholder and implementer of QRIS. The proposed work in FY 19-20 will continue the work approved in FY 18-19, with revisions implemented as directed by the QSLA governance body. Types of activities included in the provision of QRIS services to both center-based and family child care home providers include, but are not limited to: the administration of the QSLA stipend program, a corollary to AB212 to incentivize QSLA participants not served through AB212 to receive higher education units; provision of advisement to stipend program participants; pre-assessment technical assistance; program coaching; specialty coaching (program leadership and family engagement); conducting valid and reliable assessment (e.g., Environmental Rating Scales [ERS] and Classroom Assessment Scoring System [CLASS]; development and provision of trainings to assist providers in increasing understanding of elements identified in the Quality Continuum Framework (QCF); provision of welcome kits, participation stipends, and quality improvement/achievement incentives. In addition, Child360 will be responsible for entering all required QSLA data as required by First 5 CA and the California Department of Education into iPinwheel, a database used countywide to collect QRIS information.

Staff are currently developing an RFQ to continue investing in quality improvement in Los Angeles County's early care and education sites utilizing the funds drawn down from First 5 CA's IMPACT initiative and anticipate coming before the Board in Fall 2019 for to execute a contract for this work.

Pursuant to the Procurement Policy, Strategic Partners of $75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an amendment of an existing Strategic Partnership for an amount of $3,800,000 for a total project cost not to exceed $54,300,000 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of $75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract with an anticipated contract start date of July 1, 2019 to June 30, 2020 for an amount not to exceed $12,600,000.

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

Sustainability: Momentum surrounding broad quality improvement initiatives in the early childhood education space in California, and Governor Newsom has included significant proposed investment in quality improvement efforts in ECE statewide. Additionally, Quality Counts California (a joint effort between F5CA and CDE) has hired consultants to explore revisions to the ECE quality landscape statewide and consider new manners of operation which would ultimately result in a more sustainable and comprehensive quality improvement system in California. Some proposed ideas to reduce costs include: less focus on the use of assessment tools, a statewide system for data collection, and further refining the elements of quality addressed via the QRIS rating Matrix.

Leveraging of Resources: First 5 LA's investment in Child360's QRIS efforts as part of QSLA has allowed the state to draw down funding from First 5 CA, allowing us to sustain this important work longer

than would otherwise be possible. In the near future, we will also have a better sense of "IMPACT 2.0" funding from First 5 CA, which may provide future opportunities to draw down additional quality improvement funds from the state.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

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

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

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

AND

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

The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation.
Child360 is currently providing QRIS services to Early Care and Education providers throughout Los Angeles County. Child360 is prepared to immediately serve providers who are already active participants in our local Quality Rating and Improvement System work, locally referred to as Quality Start LA. Termination of services mid-year would significantly reduce participation in quality improvement initiatives throughout L.A. County and would hinder countywide early education quality data collection efforts county/statewide.

The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.
Child360's QRIS work, funded by First 5 LA, has allowed First 5 California to receive IMPACT funds which are then distributed to First 5 LA to re-invest in QRIS service provision in Los Angeles County. First 5 California has a matching requirement to receive IMPACT funds. First 5 LA's use of Child360's fund balance meets First 5 California's matching requirements for IMPACT funding.

By leveraging IMPACT funding, First 5 LA is able to re-invest this funding to support the already-participating QRIS sites served by Child360 for the entirety of the FY 19-20 program year, alleviating the need for additional funding from First 5 LA. This investment will also support other QRIS strategies such as the QRIS data system for Child360's work around QRIS.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan. Quality Rating and Improvement System work an explicit strategy outlined in First 5 LA's current Strategic Plan which directs staff to "support implementation of a uniform Quality Rating and Improvement System (QRIS) within L.A. County in order to build the evidence base to support advocacy and policy change."

Agenda Item: 2H
Date: June 13, 2019

FIRST 5 LA

SUBJECT:
Request to

1. **Establish a Strategic Partnership with the Child Care Alliance of Los Angeles for an Amount of $86,286 to Utilize Funding from the Quality Counts California Regional Certification and Coordination Grant for the Purpose of Regional Certification of Assessors and Trainers, Regional Coordination, Regional Communities of Practice, and/or Regional Training, through June 30, 2020, and**
2. **Authorize First 5 LA Staff to Execute an agreement with Child Care Alliance of Los Angeles for an amount not to exceed $86,286 with a retroactive start date of July 1, 2018 through December 31, 2019 utilizing funding First 5 LA has received from the CDE CA-QRIS Certification Grant. Funding amount for this agreement will be based on availability of funds from CDE and added to the agreement as funding becomes available. (Fund Balance Category: Committed for FY 2018-19 and Assigned for FY 2019-20).**

RECOMMENDATION (PROVIDED AS INFORMATION):
This memo was provided as information for the Board's consideration at the May 23, 2019 Special Meeting of the Board of Commissioners Program & Planning Committee. At today's June 13, 2019 Commission meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with Child Care Alliance of Los Angeles (CCALA) for an amount of $ 86,286 and authorize staff to execute an agreement retroactively from July 1, 2018 to December 31, 2019 for an amount not to exceed $86,286. All funds for the proposed agreement are included within the allocation awarded to First 5 LA under its contract with the California Department of Education.

BACKGROUND:
In March 9, 2017, the Board of Commissioners approved Resolution 2017-02 authorizing First 5 LA to receive funding from CDE CA-QRIS Certification Grant. On March 9, 2018, CDE announced the availability of funds for which the fiscal lead agencies of First 5 Improve and Maximize Programs so All Children Thrive (IMPACT) Coordination and Training and Technical Assistance (T&TA) Regional Hubs were eligible to apply.

Per Board Resolution 2018-01 approved in May 2018 by the Board of Commissioners, First 5 LA staff is authorized to apply for these funds on behalf of Region 8, however this Strategic Partnership allows First 5 LA to re-grant these funds to our Quality Rating and Improvement System (QRIS) partners supporting our regional quality improvement activities. All funds for the proposed agreement is included within the allocation awarded to First 5 LA under its contract with the California Department of Education.

As the lead fiscal agency for the IMPACT T&TA Regional Hub for Los Angeles, First 5 LA is the only entity entitled to apply for these funds. In its capacity as Hub lead, First 5 LA will contract with various partners, including the Child Care Alliance of Los Angeles (CCALA) to utilize the CA-Certification Grant to strengthen staff's capacity to conduct assessments and train providers on the use of these tools that are already an integral part of their work. Additionally, First 5 LA will continue to utilize a portion of these funds to support our regional coordination.

The CA-QRIS Certification Grant funds are limited to the certification of QRIS trainers, observers, assessors, and coaches on a number of QRIS-related tools. These certifications include: Ages and Stages Questionnaire and Ages and Stages Questionnaire – Social Emotional (ASQ/ASQ-SE), California Preschool Instructional Network (CPIN), Classroom Assessment Scoring System® (CLASS®) Infant, Toddler, and Pre-K, Desired Results Developmental Profile© (DRDP©), Environment Rating Scales (ECERS-R, ITERS-R, and FCCERS-R), California Collaborative for Social Emotional Foundations in Early Learning (CA CSEFEL) Teaching Pyramid, Program Administration Scale/Business Administration Scale (PAS/BAS), Strengthening Families™ Five Protective Factors, Program for Infant Toddler Care (PITC),

and Practice-based Coaching. In addition to the aforementioned activities, these funds may also be used to fund regional coordination, regional communities of practice, and regional training.

First 5 LA is both the fiscal lead agency for IMPACT as well as the T&TA Regional Hub lead. Given that this is a non-competitive grant and the funds need to be expended between July 1, 2018 (retroactively) through December 31, 2019, staff is seeking board approval at the June 13, 2019 Commission meeting to execute an agreement with CCALA to re-distribute a portion of these funds to facilitate the countywide QRIS work. The retroactive nature of these funds has been the case with each release of this funding from CDE where funds need to be expended between July 1, 2018 (retroactively) through September 30, 2019, As a Regional Hub lead, First 5 LA is notified of receipt of these funds after July 1st which is the first date of allowable expenditures.

Pursuant to the Procurement Policy, Strategic Partners of $75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting to establish a Strategic Partnership for an amount of $86,286 through June 30, 2020 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of $75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute an agreement with a retroactive start date of July 1, 2018 through December 31, 2019 for an amount not to exceed $86,286 with CCALA.

GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):
This project is a time-limited project to be utilized on a clearly defined range of certifications, with First 5 LA serving as the contracted agent. As such, it does not require sustainability or leveraging considerations. The project work is established within the Local Area Agreement considered final upon completion of those requirements.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

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

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

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

AND

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

The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation
Employees affiliated CCALA will immediately be able to apply the learnings from allowable certifications directly to the broader work of QSLA, freeing other QRIS-related dollars from other funding streams for programmatic services to serve QSLA-participating providers. Because the certifications CCALA would obtain through this funding are in direct service of Quality Start LA, and because they have an existing contract with LACOE to conduct QRIS work, these dollars are in direct service of other QRIS funding in

Los Angeles County. In sum, utilizing these dollars for this purpose makes the proposed Strategic Partnership more cost effective than resources provided through a competitive solicitation.

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

The proposed Strategic Partner has a long respective history as a partner in the ongoing and evolving work of early education quality improvement in Los Angeles County, and as such is in the unique respective position to take on this work. For example, CCALA is a QRIS coaching partner. CCALA holds an existing contract with the Los Angeles County Office of Education to perform these roles in service of Quality Start LA and purposes for which they will utilize these funds is directly aligned not only with the intent of the CDE funding but will bolster their ability to do the work for which they are contracted by LACOE. As such, CCALA is positioned to immediately utilize the dollars from the California Department of Education effective immediately to expeditiously advance First 5 LA's longstanding QRIS work in the county.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan

Quality Rating and Improvement System work an explicit strategy outlined in First 5 LA's current Strategic Plan which directs staff to "support implementation of a uniform Quality Rating and Improvement System (QRIS) within L.A. County in order to build the evidence base to support advocacy and policy change.

Agenda Item: 2I
Date: June 13, 2019

FIRST 5 LA

SUBJECT:

1. **Request to Amend the Strategic Partnership with the Los Angeles Unified School District in the amount of $3,704,998 for a Total Project cost of $6,514,998 to expand implementation of the kindergarten readiness assessment and develop action plans to address data results through June 30, 2020 and**
2. **Authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed $3,704,998 with an anticipated contract start date of July 1, 2019 to June 30, 2020 (Fund Balance Category: Assigned).**

RECOMMENDATION (PROVIDED AS ACTION):

This memo was provided as information for the Board's consideration at the May 23, 2019 Special Commission/Program and Planning Committee Meeting. At today's June 13, 2019 Commission meeting, First 5 LA staff recommends that the Board approve the amendment of the Strategic Partnership with Los Angeles Unified School District in the amount of $3,704,998 for a total project cost of $6,514,998 through June 30, 2020 and authorize staff to execute a contract with an anticipated contract start date of July 1, 2019 to June 30, 2020 for an amount not to exceed $3,704,998. Funds for FY 2019-20 are included in the FY 2019-20 First 5 LA Programmatic Budget under ECE Strategy 1 – Policy/Advocacy, Kindergarten Readiness Assessment, which is being brought to the Board of Commissioners for approval at today's June 13, 2019 Board of Commissioners meeting. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

Kindergarten Readiness Assessment (KRA) Initiative – The 2015-2020 Strategic Plan included a priority on identifying a kindergarten readiness tool. To build a better understanding the school readiness of children entering kindergarten, First 5 LA has embarked on an endeavor called the Kindergarten Readiness Assessment (KRA) Initiative. First 5 LA has the opportunity to build on the momentum from school districts' experience and interest in using the Early Development Instrument (EDI) as a tool for evaluating students' developmental and school readiness. The EDI is a population level assessment which provides insight into young children's developmental readiness for kindergarten, as well as highlights population wide vulnerabilities in five domains including social competence, emotional maturity, language and cognitive skills, communication skills, and physical health and well-being. The EDI measures a student's school readiness three to six months after kindergarten entry. The instrument is a reflective tool administered by kindergarten teachers. Once data is collected, school districts in partnership with local community agencies will engage teachers, community members and other stakeholders in understanding the results and developing strategies for targeted improvement. The three primary objectives of the KRA initiative are to: 1) Implement a KRA and collect data to assess the kindergarten readiness of children in the community; 2) Strengthen the capacity of school districts and local community staff to utilize KRA to support policy and systems change; and 3) Build the capacity of community stakeholders to understand the results of KRA.

At the October 12, 2017 Board of Commissioner meeting, the Board approved the establishment of Strategic Partnerships with the City of Pasadena, Connections for Children, Mountain View School District, Los Angeles Unified School District Local District South, El Monte City School District, Pomona Unified School District, Rosemead School District, and Valle Lindo School District for First 5 LA's Kindergarten Readiness Assessment strategy for a combined total not to exceed $2,000,000 through June 30, 2020.

In Fiscal Year 2017-2018, five school districts collected EDI data and seven total communities began planning for deeper stakeholder engagement. Budget allocations were based on the total number of teachers trained to collect data, and the total hours spent on data collection. Teacher stipends ranged from $250 to $400 per teacher depending on School District policies related to substitute time and teacher

release time. Additional budget allocations included the cost of data analysis and expenses related to community planning for EDI data use. Of the $2,000,000 for Fiscal Year 2017-2018, Los Angeles Unified School District Local District South was allocated $89,059. By continuing to support KRA and further EDI data collection, First 5 LA ensures that momentum is not lost in this key ECE policy and advocacy strategy identified in its 2015-2020 Strategic Plan.

The Board action in November 2018 approved Los Angeles Unified School District's participation in the KRA Initiative for the 2018-2019 school year. The Board approved the amendment of the current Strategic Partnership with Los Angeles Unified School District Local District South to include other Local Districts in Los Angeles Unified School District to participate in the KRA Initiative for an amount not to exceed $2,720,000, for a total project cost not to exceed $2,810,000, to support costs associated with expanding implementation within Los Angeles Unified School District and providing the support structure necessary to develop action plans to address data results. This action expanded EDI data collection to include two additional local districts, which included three of the six total local districts in Los Angeles Unified School District.

In FY 18-19, Los Angeles Unified School District began collecting EDI data at Local District West and Local District Central. Local EDI Coordinators were hired to begin planning for data use and socialization and continued planning for additional rounds of data collection. The teacher's strike delayed data collection efforts and personnel start dates in FY 18-19. Expenditures in FY 18-19 are lower than anticipated given these delays. Additional funds will support further data collection, data analysis and utilization at the local district level as well as broader stakeholder and community engagement efforts.

The proposed action will continue Los Angeles Unified School District participation in the KRA Initiative and will expand data collection for the 2019-2020 school year. In the 2019-2020 school year, First 5 LA and Los Angeles Unified School District will continue data collection in three local school districts: Local District Central, Local District East, and Local District West. Development of a long-term strategy, including sustainability, will be considered as part of the Strategic Plan Refinement Process. Continued participation in the KRA Initiative will ensure data collection on approximately 10% of students in Los Angeles Unified School District by the end of the 2019-2020 school year.

Pursuant to the Procurement Policy, Strategic Partners of $75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an amendment of the Strategic Partnership for a Total project cost of $6,514,998 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of $75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract with an anticipated contract start date of July 1, 2019 to June 30, 2020 for an amount not to exceed $3,704,998.

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

Sustainability – Without Kindergarten Readiness Assessment data, communities, school districts, policy makers and politicians have limited means to evaluate the impact of interventions over time to improve school readiness and understand whether the services and resources they provide for young children and their families are meeting community needs. By using EDI data, school districts and communities can identify areas that need to be strengthened to aid young children in their growth and development. The EDI data and its requisite analyses serve as a critical tool in ensuring that the proper resources and services are utilized and/or established. Additionally, EDI data can be utilized to advocate for additional early care and education resources for school districts and municipalities. While the EDI data collection requires initial funding from First 5 LA, it is expected that school districts and communities will begin to recognize that the EDI is a cost-effective tool, that when invested in, supports local decision-making and effectively informs local policy making, including priorities set through the Local Control Action Plan (LCAP) for districts. Further.

Leveraged Resources – The Strategic Partnership with Los Angeles Unified School District will leverage several resources including:

- First 5 LA's demonstrated support of a KRA system in LA County has the potential to serve as a catalyst to attract other First 5 Commissions and funders interested in leveraging resources to advance a statewide KRA system
- Utilization of the existing expertise of school districts and communities that have already implemented the EDI and are at the point of data utilization

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

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

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

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

AND

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

The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through these proposed Strategic Partnerships:
First 5 LA's Kindergarten Readiness Strategy involves supporting the collection and use of data using the EDI. Given that the EDI can only be completed by kindergarten teachers, the successful implementation of this project is dependent upon the involvement of school districts. In most communities, the lead agency for the EDI implementation is a school district. The proposed Strategic Partnership with Los Angeles Unified School District is the only entity within the district who has the capacity and authority to collect data from kindergarten teachers.

Amending this Strategic Partnership is in the best interest of the Commission because: (1) The EDI is administered by the school district who can use collected data to inform policy and systems change; (2) It will continue to leverage ongoing momentum for use of the EDI in the Los Angeles County; (3) It will support the school district's ability to leverage EDI data to support systems change in community. Continuing to partner with Los Angeles Unified School District will ensure that EDI data is collected on a substantial number of children in Los Angeles County. This will provide a snapshot on how students develop and whether or not they are developmentally ready for kindergarten.

The proposed Strategic Partnerships are aligned with the adopted Strategic Plan:
The proposed amended Strategic Partnership is aligned with the adopted Strategic Plan because the Early Care and Education (ECE) Systems strategy seeks to improve access to affordable, quality, sustainable ECE through improving policies and systems. One activity within this priority focus area involves partnering with communities to encourage their school districts within L.A. County to adopt a single KRA. Based on continued conversations across Los Angeles County, staff recognizes the developing momentum and the value in supporting an intentional learning strategy on the use of the EDI to promote systems level change. This amended Strategic Partnership will allow First 5 LA to not only support the second largest school district in the country in collecting EDI data, but will also provide critical areas of support as communities

use EDI data to inform systems change. The amended Strategic Partnership for First 5 LA's KRA strategy will enhance First 5 LA's ECE policy and advocacy efforts by supporting existing and emerging KRA efforts in Los Angeles County. Currently, there is no way of knowing if children in L.A. County enter kindergarten ready to succeed.

Agenda Item: 2J
Date: June 13, 2019

FIRST 5 LA

SUBJECT:
Request to

1. **Amend Strategic Partnership with Dignity Community Care in the Amount of $265,002, for a total project cost of $604,290, to Coordinate the Provision of Training and Materials to Support the Department of Health Services' MAMA's Neighborhood Program Expansion for an additional year.**
2. **Authorize First 5 LA staff to execute an agreement for an amount not to exceed $265,002 with an anticipated period of July 1, 2019 to June 30, 2020. (Fund Balance Category: [Assigned].**

RECOMMENDATION (PROVIDED AS INFORMATION):
This memo was provided as information for the Board's consideration at the May 23, 2019 Program & Planning Committee Meeting. At today's June 13 Commission meeting, First 5 LA staff recommends that the Board approve an amendment of a Strategic Partnership with a one-year extension with Dignity Community Care for an amount not to exceed $265,002, for a total project cost of $604,290, and authorize staff to execute an agreement not to exceed $265,002 for the anticipated period of July 1, 2019 to June 30, 2020. Funds for FY 2018-2019 are included within the current First 5 LA Programmatic Budget under Families Strategy 1 Home Visitation – MAMA's Visits Home Visiting Program Training and T.A Support, which was approved by the Board of Commissioners in June 2018. Beyond FY 2018-19, funds will be pulled for the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:
In December 2016 the Board of Supervisors in LA County passed a Motion to direct entities, including the Office of Child Protection, First 5 LA, Perinatal and Early Childhood Home Visitation Consortium, Children's Data Network, and the LA County Departments of Public Health, Health Services, Mental Health, Public Social Services, Children and Family Services, and Probation to develop a plan to coordinate, enhance, expand, and advocate for high quality home visiting programs to serve more expectant and parenting families. This work has spurred coordination efforts between and across departments and organizations to expand and increase the quality of home visitation services in LA County. The Department of Health Services (DHS) has been an active participant in these discussions and efforts. As a part of their recent application to amend their 1115 Whole Person Care Medi-Cal Waiver, DHS received approval to expand their MAMA's Neighborhood program to include home visitation. MAMA's Neighborhood is the local name for the "Strong Start for Mothers and Newborns" initiative created by the U.S. Department of Health and Human Services to reduce preterm births and improve outcomes for newborns and pregnant women. The program provides prenatal care and comprehensive healthcare services in six Los Angeles neighborhoods, and links prenatal clients with services in their community, such as mental health/stress, substance use, housing, parenting education and places for healthy food. MAMA's Neighborhood is expanding their program to enhance their system of care with implementation of a comprehensive, evidence-based, screening tool at prenatal care intake; intensive case management through home visitation and patient-centered care planning based on risk scoring; and explicit use of community-based services for treatment of identified risks. The expansion will allow MAMA's to provide follow up to mothers into the postpartum period and utilize home visitation as a strategy to extend the reach of the program and provide services to mothers ineligible for other home visiting programs.

Dignity Community Care's LA Best Babies Network (LABBN), has a long history of work in perinatal health initiatives, with strong community engagement and continuous quality improvement. LABBN's previous work with First 5 LA includes being a part of the Healthy Births Initiative, a project that spanned seven Best Babies Collaboratives and 40 organizations in LA County and connected women to community

services and resources. As of April 2013, LABBN has served as First 5 LA's Family Strengthening Oversight Entity, leading the programmatic oversight, technical assistance, training of home visitation staff and provision of database support for the First 5 LA funded home visitation programs: Welcome Baby, Parents As Teachers (PAT) and Healthy Families America (HFA) programs. As Welcome Baby expanded from one site to a total of fourteen and PAT and HFA were implemented across twenty-one sites, LABBN has led comprehensive Family Strengthening Network cohort trainings of over 150 hours twice a year. LABBN has trained over 500 home visitors in the past five years as a part of the Network. The training provides both knowledge content and skill development, ranging from topics such as child development, perinatal depression and preventive prenatal and postpartum care to skills in depression risk scoring, motivational interviewing, and use of reflective practice. The training embeds the core principles and strategies of the Family Strengthening Framework. This includes principles such as valuing the science that promotes the practices that enhance the brain and the development of children; healthy and secure attachments with a consistent and loving caregiver; and the development and application of skills by home visiting staff to support their work with families within a strength-based, client-centered approach. Additionally, LABBN has provided training and technical assistance in the expansion of home visitation via the Department of Mental Health and Public Health.

The expanded MAMA's Neighborhood program aims to incorporate best practices into its model, which are an integral part of the Family Strengthening Framework and Training utilized by First 5 LA's home visiting programs. If approved, LABBN will continue providing the Family Strengthening Network Training to up to 20 new DHS staff and ongoing training to 89 existing Home Visitors from MAMA's Neighborhood between July 1, 2019 and July 30, 2020. The training topics range from critical home visitor skills such as motivational interviewing and a foundational training on reflective practice to knowledge on: bonding and attachment; developmental milestones; preventive care; brain development and early infant development; cultural competency; and trauma informed care. Due to LABBN's years of experience in the provision of training for home visitors, they have built an infrastructure of expert trainers and speakers that have embedded the family strengthening principles into their trainings and are familiar with the work of home visitors. The training also incorporates the Family Strengthening Framework and its core principles and essential strategies into MAMA's Neighborhood Orientation workshops and curriculum. LABBN would also provide program materials for enrolled clients, including: the Welcome Baby book; boppy nursing pillow; healthcare safety kit; First 5 California Parent Kit; and developmental toys. Finally, LABBN would continue to coordinate a monthly Group Reflective Practice mentoring for MAMA's social work staff.

Pursuant to the Procurement Policy, Strategic Partners of $75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an amendment of a Strategic Partnership for in the amount not to exceed $265,002, for a total project cost of $604,2030, to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of $75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute an agreement for the anticipated period of July 1, 2019 to June 30, 2020 for an amount not to exceed $265,002.

GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):
Sustainability Plan: Through Whole Person Care MAMA's visits, DHS seeks to address the priority identified by the Board of Supervisors Home Visitation Motion to improve home visitation services in the County. DHS funding for the expansion of MAMA's Neighborhood continues until 2021 and provides DHS with the opportunity to learn how home visiting impacts their population. During this time DHS will also build their program infrastructure, which will allow First 5 LA to decrease its investment over time.

Leveraged Resources: The Strategic Partnership between First 5 LA and Dignity Community Care represents a partnership to leverage the existing infrastructure of LABBN to support MAMA's Neighborhood. This infrastructure provides a leveraging opportunity that allows LABBN to extend existing trainings, logistical efforts and contacts with speakers familiar with home visitation to MAMA's Neighborhood to leverage efforts and avoid duplication of costs. Finally, by combining resources First 5 LA can ensure administrative efficiency as DPH builds the capacity of their workforce utilizing best practices and a family strengthening approach based on best practices.

JUSTIFICATION:
This Strategic Partnership meets the criteria below:

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

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

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

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

AND

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

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

- No other entity provides the high-quality level of training cohorts and expertise in home visitation across a network of programs in LA County than Dignity Community Care's LABBN. LABBN has implemented the Family Strengthening Network cohort trainings for over six years and worked with a cadre of trainers across a span of critical content and skill areas specifically needed by home visitors. These trainers are familiarized with and have embedded the Family Strengthening Framework into their trainings. The Department of Health Service's MAMA's Neighborhood program has requested the Family Strengthening Network trainings coordinated by LABBN, given they are based on best practices for home visitation staff working directly with families, and incorporate best practices from the home visitation field into its trainings and approach.
- LABBN has provided the Family Strengthening Network cohort trainings for over six years. As a Strategic Partner, LABBN brings extensive experience in perinatal and maternal health, as well as the provision of technical assistance for home visitation staff working directly with pregnant and parenting families.

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

- A key strategy of First 5 LA's 2015-2020 Strategic Plan for the Families Outcome area is to increase the family protective factors by working with parents and caregivers to ensure they have the skills, knowledge and access to resources to support their child's development. The Family Strengthening Framework is aligned with the protective factors and provides critical support for staff working directly with families to better achieve desired outcomes.
- The proposed Strategic Partnership is aligned with the adopted Strategic plan because it exemplifies our intentional efforts to strategically partner with others to maximize our impact on young children across Los Angeles County.

first 5 la
Giving kids the best start

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: June 13, 2019

Subject: **EXECUTIVE DIRECTOR'S REPORT**

EXECUTIVE DIRECTOR'S HIGHLIGHTS

The future of First 5 LA, the future of systems change, the Future of Children. On May 29, Princeton University and the Brookings Institution released the latest volume of The Future of Children – a journal that promotes effective, evidence-based policies and programs for children. As a part of this volume, "Universal Approaches to Promoting Healthy Development", our very own Christina Altmayer and Barbara Andrade DuBransky presented a chapter they co-authored, titled "Strengthening Home Visiting: Partnership and Innovation in Los Angeles County" (www.futureofchildren.org). This chapter presents the experience and learning from LA County's efforts to advance a universal, voluntary, integrated system of home visiting programs that supports families to access services that reflect families' diverse and evolving needs.

Christina and Barbara, as well as Charna Martin, our Policy team senior strategist and key family strengthening team member, traveled to Washington, D.C. to participate in the launch of The Future of Children and panel discussion with leaders in the field of home visitation. There, the First 5 LA team was able to shine a light on LA County's bold efforts to advance its universal vision, the systems framework and approach taken, and the progress in connecting LA County innovation and learning to inform and drive larger policy change at the statewide level.

The LA County chapter co-authored by Christina and Barb tells a powerful story – one that captures the innovative systems change work our county is leading; the diverse, rich and trust-based partnerships amongst policy makers, providers and parents that inform and shape changes to systems that are responsive to diverse parent and child needs; and the role First 5 LA plays as a convener, connector and catalyst – as well as funder – to test, evaluate and advocate for expanding the scale, scope and quality of home visiting services as part of a comprehensive family-strengthening system.

I'm grateful to Christina and Barb for sharing their wisdom, insights and thoughts regarding the implications of the LA County systems-building experience with their colleagues, our many partners and the home visiting field broadly. And, I am grateful to our Integration and Learning VP, Daniela Pineda, for her partnership in this project.

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The opportunity for broad change in service of strong families and children is ripe, with the experiences from County-led efforts lifting up successful models that support positive family outcomes and with a new Governor who is leading a bold agenda for your children which includes an expansion of home visiting. In this context, First 5 LA's efforts to facilitate and support implementation of a universal home visiting system that's integrated with other family support services, to test new approaches with health plan partners, and to bridge County-based innovation and learning and state-led policy change have never been more important.

At the June Board meeting, Commissioners will hear about the progress being made in our County towards a universal, integrated system of home visiting. Staff will highlight concrete examples of what system change looks like – in family-strengthening practices, in public policy, and in public will-building. And, the Board will learn about exciting new public-private partnerships with Medi-Cal managed care plans in LA County to test different approaches to integrate early childhood systems into systems of maternal care. Dr. Chris Esguerra of Blue Shield of California Promise Health Plan will share one such partnership in the Antelope Valley, where a pilot will automatically refer newly identified pregnant women into home visiting services. Given the high incidence of preterm births in the Antelope Valley, this pilot represents an important opportunity to improve prenatal access and family strengthening supports as well as to help close birth disparities.

The nation-state of Los Angeles County is the most diverse County in America with the largest number of children prenatal to age 5. As such, LA County is the antithesis of the "Las Vegas principle" – what happens in LA County is amplified and has ripple effects far beyond our county and state geographic boundaries. I'm proud of the role First 5 LA is playing to contribute to and shine a light on innovative approaches to strengthening children and families. Our policy and systems change work is yielding rich and powerful partnerships in service of the diverse needs of families, expanding access to vital child- and family-strengthening services and systems, and testing innovative models to embed home visiting into larger family-serving systems.

We're eager to share the progress of these collaborative systems change efforts with the Board and look forward to a rich discussion.

ORGANIZATION-WIDE ACTIVITY HIGHLIGHTS

I. FAMILY SUPPORTS

DULCE National Forum

On May 14, the DULCE National Forum took place in Washington DC. Brandi Sims, Program Officer and Leticia Sanchez, Senior Program Officer within the Family Supports department represented First 5 LA. This was the fourth year of the convening of three states (California, Florida and Vermont) that are participating across multiple sites in piloting the expansion of the DULCE model. First 5 LA is investing in Project DULCE as an interdisciplinary health care practice change model designed to support child development and reduce toxic stress in a critical time for the entire family.

The National Forum was a convening of partners hosted by the Center for the Study of Social Policy (CSSP) who are expanding the model within their delivery systems that are demonstrating the value of this interdisciplinary approach. The current seven sites have served approximately 2000 families over the course of three years. Colorado is also exploring the implementation of DULCE. First 5 LA serves as the early childhood lead for the LA County expansion; a role that is similarly player by First 5 Orange and Alameda in their respective counties. The meeting was designed to provide those interested or engaged in DULCE implementation the opportunity to come together to learn more from one another on successes, barriers and lessons learned in implementation. The space afforded opportunities for

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cross-site learning, specific role-alike sessions and team planning. Leticia Sanchez was part of a panel presentation called "Getting Ready for Spread: Building Awareness and Will" and spoke about the steps taken to add two clinic sites to the current clinic system partners, level of readiness needed to implement this work, and sustainability considerations.

The National Forum heightened the level of excitement about this work and potential to further explore opportunities to engage with pediatric health systems to make improvements in their clinic settings with an integrative and interdisciplinary approach to support the health of their youngest patients and families.

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PCIT Consortium Event

On May 22, our grantees the Department of Mental Health (DMH) and UC Davis organized and hosted the Parent Child Interaction Therapy (PCIT) Consortium. Leticia Sanchez, First 5 LA Senior Program Officer provided welcome and opening remarks along with Carolyn Kaneko, Mental Health Clinical Program Manager at DMH, and Dr. Anthony Urquiza Director of the CAARE Center at UC Davis. On February 10, 2011, First 5 LA approved a $20 million allocation to develop and implement the Parent Child Interaction Therapy (PCIT) project throughout Los Angeles County to expand the number of clinicians certified in PCIT and standardize implementation practices within mental health clinics. This project will sunset at the end of this fiscal year. The purpose of the Consortium was to: 1) recognize clinicians throughout Los Angeles County that have been trained in PCIT; 2) identify successes as a results of this expanded capacity; and 3) discuss strategies to sustain the practice of PCIT as a coordinated effort. Clinicians who have completed PCIT training deliver treatment services to families with children between the ages of two and five can become trainers and develop further expertise in the model. As part of this effort, a total of 70 agencies have clinicians that have been trained in the PCIT model throughout Los Angeles County. The team has been responsive to areas like the Antelope Valley and South LA who experience hardships in getting to clinics for services and a mobile van will soon be providing mobile PCIT in those communities. This convening provided an important opportunity for DMH and UC Davis to highlight the significance of this work and how to move forward with the practice, improvements of service delivery, and coding to support billing practices.

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Annual Family Strengthening Summit

The Family Strengthening Summit was held on June 11 and for the first time included not only Welcome Baby and Select Home Visitation grantees, but also the home visitors from the Department of Public Health's (DPH) home visitation expansion, resulting in over 570 participants. As a critical component of the Families Outcome work of the 2015-2020 Strategic Plan, the Family Strengthening grantees consist of fourteen Welcome Baby and nineteen Select Home Visitation sites across LA County. The Summit was a joint opportunity to celebrate and reflect on an exciting year of expanding and building the capacity and referral pathways of a home visitation network.

The goal of the Summit was to celebrate the achievements of the sixth year of implementation, the expansion of home visitation in LA County, and provide ongoing learning around the essential ingredients to support the social, emotional, and cognitive success of young children. The Summit was organized by the Family Strengthening Oversight Entity, led by Los Angeles Best Babies Network. Key speakers included Deb Daro from the Chapin Hall at the University of Chicago, a national expert on home visitation who focused on the role of home visiting in creating child-centered communities; Dr. Shawn Ginwright, who focused on healing-centered engagement; and Nkem Ndefo, founder of Lumos

Transforms and creator of The Resilience Toolkit. The Summit also included a panel discussion with past program participants that addressed the impact of the home visiting programs on their lives.

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African American Infant & Maternal Mortality: Community Engagement at KJLH Women's Health Expo

First 5 LA sponsored the KJLH Women's Health Expo, which was held at the Long Beach Convention Center on Saturday, May 4, 2019. The free annual event was attended by over 8,000 women. Leading up to the event, F5LA branded radio ads spread awareness about birth disparities and opportunities to learn more at the Expo. The LAC African American Infant & Maternal Mortality ("AAIMM") Steering Committee was represented by Dr. Meredith Merchant, maternal mental health expert, on the live radio broadcast of the opening panel, and by multiple Steering Committee members during a breakout session. Program Officer Brandi Sims participated in the wisdom circle, and both the breakout session and wisdom circle were moderated by Pritzker Fellow Melissa Franklin. Other organizations/programs represented in the sessions included the March of Dimes, Black Infant Health, LAC Whole Person Care, and iDream for Racial Health Equity. Senior Program Officer Leticia Sanchez represented F5LA at Black Infant Health's screening of the short film Death by Delivery. F5LA also had a booth in the exhibit hall with AAIMM Steering Committee organizations to share information and resources about F5LA initiatives and AAIMM. Research funded by F5LA revealed that many women in LAC are unaware of the disparities in African American infant and maternal mortality and its causes. First 5 LA's participation in the KJLH Women's Health Expo provided an effective way to spread awareness of birth disparities and countywide efforts underway to improve this outcome with our target audience.

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II. COMMUNITIES

DPSS Food Security Partnership

First 5 LA continues to strengthen its partnership with the Department of Public Social Services (DPSS). Following a successful pilot providing select home visitation to CalWORKs mothers in SPA 6, First 5 LA and DPSS are now partnering to reduce food insecurity across LA County. From a series of discussions with DPSS leadership, staff identified an opportunity to engage families more authentically and learn about the barriers to food security. First 5 LA entered into a strategic partnership with the Los Angeles Food Policy Council (LAFPC) to plan and implement community convenings in each Supervisorial District to learn from residents about their experiences with CalFresh and broader food security challenges. LAFPC, DPSS and First 5 LA have all begun initial discussions for a convening in the Fourth District aligning with the Best Start Communities of Long Beach and Wilmington.

Additionally, First 5 LA's Executive Vice President John Wagner was recently invited to join the CalFresh Advisory Workgroup chaired by both Commissioner Michael Flood and DPSS Director Antonia Jimenez. The workgroup was formed in 2017 following a Board of Supervisors motion to increase LA County's CalFresh participation rate by 20%. Composed of community leaders and experts, the workgroup is charged with developing strategies to reduce food insecurity with a special focus on increasing CalFresh participation. The Advisory Committee presents an opportunity to share and supplement First 5 LA's knowledge in developing the Built Environment strategy and elevate the voices of parents in our Best Start Communities.

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III. EARLY CARE AND EDUCATION SYSTEMS

Update on OAECE's Strategic Plan
With funding support from First 5 LA, the Office for the Advancement of Early Care and Education (OAECE) and members from the Los Angeles County Policy Roundtable for Child Care and Development (PRCCD) and the Los Angeles County Child Care Planning Committee (CCPC) have engaged in strategic planning process to guide the future work of the OAECE and develop integrated strategies for the countywide work of all three entities. The planning process which launched last fall has resulted in an integrated one mission, vision, and a list of strategic priorities for the OAECE and to guide the work of the CCPC and the PRCCD. The strategic plan's five strategic priority areas include 1) Lifting the OAECE as a Change Agent for Early Care and Education, 2) Increasing Access to ECE, 3) Enhancing Quality ECE, 4) Growing the Workforce, and 5) Engaging Families and Communities. The strategic plan is scheduled to be finalized by the end of June.

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IV. HEALTH-RELATED SYSTEMS

First 5 LA Partners with AAP-CA2 and LACDPH to Host Strategic Forum Focused on Children with Mild to Moderate Developmental Delays
In collaboration with American Academy of Pediatrics California Chapter 2 (AAP-CA2) and the Los Angeles County Department of Public Health (LACDPH), First 5 LA hosted a strategic forum on May 29, 2019 titled "The Gray Zone: Strengthening Early Identification and Intervention for Children with Mild to Moderate Developmental and Behavioral Delays." Over 50 leaders across different sectors participated in the forum, including representatives from county departments, community-based organizations, health plans, primary care, mental health, child welfare, early childhood education, schools, and Regional Centers and parent leaders.

The day was opened with remarks by Kim Belshé and LACDPH's Deborah Allen and Linda Aragon. The morning session included updates from Help Me Grow – Los Angeles (HMG-LA) and a panel discussion focused on the successes and lessons learned in serving children in the gray zone by First Connection grantees, Inland Empire Health Plan, and Help Me Grows Ventura and Santa Clara. In the afternoon, participants engaged in small breakout discussions focused on identifying practice and policy barriers and providing recommendations for improvement in Los Angeles County. Each group's discussion was grounded in a case study that prompted participants to apply their own professional and personal experiences in recognizing family challenges and identifying solutions. Cross sector perspectives enriched the conversation and provided concrete solutions for the group at large to identify top priorities in moving the work forward. The feedback and recommendations gathered from this session will support planning and strategic development for HMG-LA and partnership development with stakeholders.

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V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

State and Federal Advocacy Agenda
On May 9, Governor Newsom released his revised budget proposal, which included increases to several First 5 LA priorities including childcare, home visiting, and trauma screenings. For a full analysis of the revised budget proposal, please see Attachment A (Governor's May Revision beyond his original January budget proposal Budget Analysis). In addition, as of June 6, 2019, the budget conference

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committee continues to meet to develop a joint legislative proposal. Key highlights of the Senate and Assembly budget proposals being discussed include increased funding for early care and education (child care, facilities and workforce), home visiting, Black Infant Health, and early identification and intervention services. By statue, the legislature must pass a balanced budget by June 15. For a full list of First 5 LA legislative budget advocacy priorities, see Attachment B (Conference Committee First 5 LA Letter - 6.4.2019).

In addition to the budget, the Public Policy and Government Affairs Department continues to advocate for legislation included on First 5 LA's State and Federal Advocacy Agenda. For a complete list of bills and other items on First 5 LA's state and federal advocacy agenda, see Attachment C (State and Federal Advocacy Agenda 6.4.2019).

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ACCESS Sacramento
On May 14-15th, a team from the Public Policy and Government Affairs and Strategic Partnerships departments joined a delegation of 80 local leaders in the business, education, and philanthropic sectors for the Los Angeles Area Chamber of Commerce's annualACCESS Sacramento trip. The aim was to educate legislative leaders on issues vital to the L.A. business community. Delegates met with Governor Gavin Newsom's administration, including Deputy Secretary and Senior Advisor to the Governor at California Health and Human Services Kris Perry, who served as a speaker for the event, and Chief of Staff Ann O'Leary, who was introduced by First 5 LA's Vice President of Policy and Strategy Kim Pattillo Brownson. Meetings with the state assembly and senate leadership gave delegates an opportunity to lobby and present issues vital to the Southern California region. These included First 5 LA's State Advocacy Agenda, with a focus on supporting the Early Childhood Education Coalition priorities; investments in home visiting; and First 5 LA sponsored legislation AB 1004. First 5 LA also informed the broader delegation's talking points related to early childhood development, Census 2020, and how investing in our youngest children strengthens the economy.

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Leadership California Awards Dinner
Strategic Partnerships Manager Sharon Murphy was an invited guest of Dr. Soraya Coley, President of California State Polytechnic University Pomona (CPP) and a proponent of "cradle to career" investments, for the "Leadership California Awards Dinner." Leadership California's mission is, "to increase the representation and influence of diverse women leaders across the state and inspire them to act on their knowledge of issues and cutting-edge trends facing California, the nation and the world." CSU Chancellor Timothy White received Leadership California's "Leadership Champion Award." The evening provided an opportunity for staff to communicate to Dr. White our interest in the Governor's proposal to improve and expand on-campus child care centers. Campus child care centers can help improve the academic success of student-parents by supporting their child care needs and connecting them to various wraparound support services; providing a training ground for student teachers who will enter ECE field; and offer innovative, high quality ECE for the children of student-parents. Staff will track this budget item and seek to inform implementation planning.

Staff Contact: Sharon Murphy (smurphy@first5la.org)

Southern California Grantmakers
Strategic Partnership (SP) Department colleagues joined Philanthropy for State Capitol Day, which brought together state elected officials with the leaders ofPhilanthropy California, Southern California Grantmakers partnership with Northern California Grantmakers, and San Diego Grantmakers.SP colleagues, whose sector strategy includes the cultivation of non-traditional early childhood advocates

like philanthropists, participated in full-day meetings with state policymakers to share lessons learned from First 5 LA's programmatic work in Los Angeles County alongside our philanthropic partners. The Early Childhood Education Coalition asks were included in participants' materials for those organizations that can engage fully in advocacy.

Philanthropy California's goal is to strengthen philanthropy's voice on key issues such as the 2020 Census, and to encourage legislators to view philanthropy as thought partners. Together, we can work with government to scale up best practices that will improve the lives of millions of Californians.

Staff Contact: Alba Bautista (abautista@first5la.org)

Funding the Next Generation Learning Session
On April 29th, 2019, Community Relations Manager Leanne Drogin attended the Funding the Next Generation learning session led by youth advocate Margaret Brodkin and supported by California Community Foundation. The learning session focused on the considerations and steps needed to develop a measure to support children inclusve of children from birth to five. Organizations from Los Angeles, Orange, and San Diego counties attended the learning session and shared their questions interest and current work in pursuing a ballot measure focused on youth and child development. This is one of several learning sessions Margaret Brodkin has led in Southern and Northern California, including a meeting with local child and youth organizations from Los Angeles County on May 21st attended by Community Relations Director Rafael Gonzalez.

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State and Federal Policy Maker Engagement
In May, members of the Policy and Early Care and Education (ECE) Departments engaged in a number of district legislative visits in collaboration with the Child Care Alliance of Los Angeles, the Child Care Resource Center, and several regional resource and referral agencies. The goal of the meetings was to advocate for increased state funding for the priorities of the State Early Care and Education Coalition, including expanded access to childcare, funding to create single reimbursement rate for providers, and increased funding for early learning facilities and workforce development. Meetings included staff from the offices of:

Assembly
- Assemblymember Autumn Burke (D-Inglewood), Chair of Assembly Revenue & Taxation Committee, and author of AB 1570, Lifting Children and Families Out of Poverty Task Force
- Assemblymember Blanca Rubio (D-West Covina), Chair of Assembly Human Services Committee, and member of Assembly Blue Ribbon Commission of Early Childhood Education
- Assemblymember Christy Smith (D-Santa Clarita), Member of the Assembly Education Committee
- Assemblymember Cristina Garcia (D-Downey)
- Assemblymember Jacqui Irwin (D-Camarillo)
- Assemblymember Laura Friedman (D-Burbank)

Senate
- Senator Holly Mitchell (D-Los Angeles), Chair of Senate Budget Committee, and author of SB 454, supported by First 5 LA
- Senator María Elena Durazo (D-Los Angeles), Vice Chair of California Latino Legislative Caucus
- Senator Susan Rubio (D-West Covina), Chair of Assembly Insurance Committee

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On May 10, 2019, ECE Director Becca Patton participated in site visit with Assemblymember Al Muratsuchi. The event was hosted by Child 360 and First 5 LA at the Gardena Early Education Center in the City of Gardena and included representatives from the Los Angeles Unified School District (LAUSD).

On May 21, 2019 staff from the Policy and ECE departments joined the California Early Care and Education (ECE) Coalition Advocacy Day, urging legislative leaders to champion the Coalition's priority budget asks. First 5 LA staff met with 47 Assemblymembers and Senators from across the state.

On May 30, 2019, Senior Government Affairs Strategist Jamie Zamora and Community Relations Officer Bill Gould attended Congresswoman Norma Torres' Census 2020 Townhall. During the event, a panel discussed the significance of counting every individual within California's 35th Congressional District, especially young children prenatal to age five. The event brought together community leaders and key stakeholders, who work closest with our hard-to-count populations, to ensure our children and district are receiving the adequate and necessary resources. During a previous district office visit, Government Affairs Strategist Anais Duran provided Torres's staff with a briefing on the importance of ensuring an accurate count for children and families in the district and LA County, which helped influence their focus on getting children counted. First 5 LA continues to engage with our government, business, philanthropy, and First 5 network partners in ensuring children prenatal to age five are counted.

Staff Contact: Jamie Zamora (jzamora@first5la.org)

Convening of LA County Mayors
On Thursday, May 31st staff from the Policy & Strategy Division attended a convening of LA County Mayors where over 40 mayors from throughout Los Angeles County came together in the City of South El Monte to learn about topical issues such as PTSD and Education. LA County Mayors is a local association whose membership is comprised the county's mayors and aims to approach issues of importance from a regional perspective. Highlighting the agenda was a "Fireside Chat" moderated Los Angeles City Mayor Eric Garcetti with First 5 LA's Vice President of Policy & Strategy Kim Pattillo Brownson on eradicating the school readiness gap. Community Relations staff connected (and will follow up) with several mayors and provided tailored data points to their cities and as well as what cities can do to improve policies, service delivery systems and a city's capacity to be a place where young children and families thrive.

Staff Contact: Rafael González (rgonzalez@first5la.org)

Día de los Niños, Los Angeles – Surgeon General Nadine Burke Harris Site Visit
On April 30, the Communications team supported the Health Systems team in coordinating and executing a Los Angeles area early education center site visit with the state's first Surgeon General, Dr. Nadine Burke Harris. As part of her state-wide "Listening Tour," Dr. Burke Harris visited Locke Early Education Center in Watts, where she read to children in celebration of Día de Los Niños and toured the center. Communications supported Dr. Burke Harris' visit to Locke, which was specifically chosen for their efforts in becoming a "trauma informed" campus, where all staff are trained to support children who may be experiencing adversity. After the reading and tour, First 5 LA's Vice President of Programs, Christina Altmayer, facilitated a Q & A with the Surgeon General for an audience of approximately 40 professionals.

For more details on the Surgeon General's visit to the Locke Early Education Center in Watts, please read the full article on our website: https://www.first5la.org/article/californias-new-surgeon-general-gathers-input-about-addressing-early-childhood-trauma/. The article was also featured in the May edition of the "Early Childhood Matters" newsletter.

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Media coverage of the visit included:
KPCC/SoCal Public Radio (5/1): https://www.scpr.org/news/2019/05/01/89308/california-s-new-surgeon-general-visits-a-watts-ea/ and on-air mention (4/30): http://mms.tveyes.com/PlaybackPortal.aspx?SavedEditID=ee97785a-eac0-47e8-b8b8-d21fb403f6b8%27
KABC/ABC; Los Angeles (4/30): http://mms.tveyes.com/PlaybackPortal.aspx?SavedEditID=d26c93e8-0283-48a0-b7fe-a2920b3d66f8
Hoy Los Angeles (4/30): https://www.hoylosangeles.com/efe-3965328-15381908-20190430-story.html

Social media amplification of the Surgeon General's visit resulted in more than 497 tweets using the hashtag #DiaTogether with the potential reach of 5.5 million impressions, as part of the celebration of Día de Los Niños. We also received quality engagement from the CA Surgeon General's account: https://twitter.com/DrBurkeHarris/status/1123349408962072577. Follow the hashtags #CA4AllKids #DiaTogether #DiaDeLosNinos on Twitter for more pictures and updates from the day.

Staff Contact: Gabriel Sanchez (gsanchez@first5la.org)

May Revision to the State Budget
On May 9, the Communications team crafted a statement for Executive Director Kim Belshé in response to Governor Gavin Newsom's May Revision to the State Budget. You can find the statement on our website: https://www.first5la.org/article/statement-from-executive-director-kim-belsh-on-governor-newsoms-may-revision-to-the-california-state-budget/. The statement was supported by social media posts and a unique quote badge to highlight Belshé's response: https://twitter.com/First5LA/status/1126904861558050816.

The team also worked closely with the Director of Public Policy and Government Affairs Peter Barth to develop a blog post of his analysis of the budget and what it means for families and young children in California and, specifically, Los Angeles County. You can find the blog post on our website: https://www.first5la.org/blog/all-together-now-a-budget-vision-for-early-childhood-development-/. This blog post was also featured in the May edition of the "Early Childhood Matters" newsletter.

Staff Contact: Gabriel Sanchez (gsanchez@first5la.org)

Thought Leadership
The Sacramento Bee 2019 California Influencers series kicked off the week of May 27. Each week through November 2019, California Influencers answers a question that is critical to California's future. Topics include education, healthcare, environment, housing and economic growth. As one of the experts on early childhood issues, Executive Director Kim Belshé responded to the first question: Sacramento, Los Angeles and Oakland schoolteachers have already gone on strike this year. What is the best way to avoid teacher strikes in the future? Belshe's response was published by the Bee, creating a valuable opportunity for First 5 LA to engage decision-makers and build brand awareness.

As part of a larger engagement strategy with locally-elected leaders across L.A. County, the Communications and Community Relations departments worked with the office of Pasadena City Councilmember Victor Gordo on an op-ed that was published in the Pasadena Star News on June 9, 2019.

Entitled "Doing Right by Pasadena's Young Children," the op-ed was co-authored by First 5 LA's Director of Community Relations Rafael González and Councilmember Gordo. The piece urges the Pasadena City Council to increase funding for early childhood programs as they consider the city budget for the year. The authors reference new data from the First 5 LA-funded Kindergarten Readiness Assessment, which has shown a decrease in readiness among Pasadena's kindergarteners

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since 2013 and suggest that increasing funding will improve kinder readiness as well as counteract childhood poverty in the area.

Executive Director Belshé's responses, along with those of other influencers, will be printed regularly in The Sacramento Bee, distributed via McClatchy to affiliated newspapers, and posted on their websites. The following are links to recent articles:

- The Sacramento Bee: "It's not a surprise teachers are striking. It's a surprise they didn't happen sooner" (5/26) - https://www.sacbee.com/opinion/opinion-influencers/article230608459.html

- The article was promoted in our Morning Media daily newsletter: https://mailchi.mp/6c86159ee2e6/first-5-la-morning-media-may-28-2019?e=155393914e, reaching more than 900 subscribers.

More information on the 2019 California Influencers project can be found here: https://www.sacbee.com/opinion/opinion-influencers/article228696969.html?fbclid=IwAR0cEpgAsATiC-bNcmaRtcyW188oad7gH0SN7zYyTyeFFmRKgw71EzF8zxs .

Staff Contact: Gabriel Sanchez (gsanchez@first5la.org)

Pacific Oaks Journalism Fellowship
The Communications and Strategic Partnerships departments are in year two of the Pacific Oaks Journalism Fellowship program focused on elevating issues related to early childhood development. The first Pacific Oaks Fellow, Deepa Fernandes, an experienced journalist with a significant portfolio of reporting on early childhood issues, recently explored how many low-wage night shift workers who don't have someone at home to watch their kids, rely on 24-hour childcare centers. The article was published by KCRW, NPR affiliate station for Southern California.

KCRW: "When parents work the night shift, babies need a safe place to sleep" (5/21): https://www.kcrw.com/news/shows/greater-la/puzzles-paints-and-1-am-pickups-peek-inside-a-24-hour-daycare/when-parents-work-the-night-shift-babies-need-a-safe-place-to-sleep

This article was promoted on First 5 LA's Twitter handle (which has 8,820 followers) and highlighted in our Week In Review weekly newsletter: https://mailchi.mp/1c1855347418/first-5-las-week-in-review-chips-are-down-win-for-trans-kids-2gen-head-start-604379?e=155393914e, reaching more than 900 subscribers.

Staff Contact: Marlene Fitzsimmons (mfitzsimmons@first5la.org)

"Vote with Kids" – Special Election Voting Awareness Initiative
Building off the success of the family-friendly voting toolkit designed for the November 2018 elections, the Communications team redesigned the toolkit and tailored the messaging for parents to use as a resource for the May 14 LAUSD District 5 Special Election. The downloadable toolkit can be found at https://www.first5la.org/parenting/advocating/. Designed to generate awareness of the importance of voting and informing parents about their ability to bring their children in to polling places, the "Vote with Kids" family-friendly voter toolkit informed parents on how to register to vote and find their local polling place. Most importantly, it also made parents aware of that fact that they can take their kids to the voting booth as children 18 and under are permitted to accompany parents as they cast their votes. The secondary goal of the toolkit was to encourage parents to make voting a fun, shared experience for the family. The message to parents and caregivers was that voting with kids is a wonderful

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opportunity to talk about your values, how voting is important to our democracy, and how voting is one way for their voice to be heard.

To support the May 14th election and "Vote with Kids" initiative, Communications leveraged its current media sponsorship with Spanish language television station Telemundo to host on-air segments about the upcoming election and the importance of voting. Community Relations Manager Fabiola Montiel was featured as a spokesperson to encourage parents to vote in the Los Angeles Unified Special Election for District 5. As part of First 5 LA's approach to promoting civic engagement, Fabiola reminded families that they can bring their kids to the polls and encouraged them to learn more via First 5 LA's parenting site: https://www.first5la.org/parenting/advocating/. Fabiola's Telemundo appearance is part of a larger partnership with Telemundo, in which First 5 LA will have regular, 30 second segments focused on a variety of early childhood related topics. The segments will be part of Telemundo's "El Poder en Ti" (The Power in You) platform.

- KVEA (Telemundo): http://mms.tveyes.com/PlaybackPortal.aspx?SavedEditID=b6712778-86ba-46b4-b72d-85b75c43cb47

Additionally, the promotion of the toolkit was supported by paid social media ads and organic promotion on Facebook and Twitter, using the hashtag #MyFamilyVotesLA: https://twitter.com/First5LAParents/status/1127022811669680128.

This family-friendly toolkit and webpage was updated for the June 4th the special election for LAUSD and a LA City Council race to remind families that they can bring children to their polling places. The initiative was once again supported by dedicated 30 second segments on Telemundo.

Staff Contact: Gabriel Sanchez (gsanchez@first5la.org); Marlene Fitzsimmons, (mfitzsimmons@first5la.org)

Events

5th Annual Family Fun Walk/Run & Health Fair - Prototypes 5K - May 25th, Pomona High School

The Event Activations team met with about 100 attendees, providing resource materials and distributing approximately 45 water bottles to families. An LA County Health Education Assistant for the Childhood Lead Poisoning Prevention Program, Health Education Unit was present and requested parenting guides. This was a great opportunity to introduce our educational material to a new community. This event supported our Families outcome area.

Abriendo Puertas/Opening Doors, Spring Summit (Los Angeles County Implementation Project) - May 30th

Facilitators came from all regions of LA County and were made up of parent volunteers, Families department staff and early learning educators. They offered resources that support children and their parents/caregivers in supporting all aspects of health, wellness and educational success. Parents and caregivers had the opportunity, through these resources, to learn more. This event supported our Families outcome area.

Levitt Pavilion Concerts in MacArthur Park

June 2nd and June 9th were the first two of the Sunday concerts First 5 is sponsoring this summer. These events included a table opportunity and making screen time to build brand awareness and will continue through the summer. Attendees are expected to total in the thousands. Each week a new book will be provided in addition to the educational materials. The community has been very appreciative of the informational resources provided each year. This event supported our Families outcome area.

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LA River Ride at the Autry Museum - June 9th
Bike safety and family fun were the main components at this far-reaching event. Bike safety resources were provided in addition to the parenting guide and resources. Children received a certificate of completion for their participation, along with giveaways and a reading opportunity. This event supported our Families outcome area.

Staff Contact: Diana Rubio (drubio@first5la.org)

Philanthropy California Letter to Support 93.4 Million for 2020 Census Outreach
Facilitated by Strategic Partnerships, First 5 LA recently joined a letter in support of a large investment for census outreach in the proposed 2019-20 California State Budget. The letter was authored by our partners at Philanthropy California, and addressed to Senators Holly Mitchell and Maria Elena Durazo, and Assemblymembers Philip Ting and Jim Cooper, all of whom sit on budget committees in their respective roles. Philanthropy California is a partnership between Southern California Grantmakers (SCG) partnership with Northern California Grantmakers, and San Diego Grantmakers. The letter is in support of funding for outreach by community-based organizations (CBOs) for the 2020 Census. It notes that this additional funding will help reach 16.2 million individuals living within and outside of hard-to-count (HTC) census tracts, and is critical to ensure a complete and accurate count of California. The 24 foundations who have signed on to the letter recognize the critical role that CBOs will play in this effort, and that philanthropic dollars alone cannot meet the significant shortfall in funding for CBO outreach. The full text of the letter can be found here: https://www.philanthropyca.org/news/request-community-based-organizations-2020-census-funding-letter-philanthropy-california-and

The Strategic Partnerships Department continues to work with local philanthropy, the LA Partnership for Early Childhood Investment, and other First 5 LA departments to collaborate and move census work forward.

Staff Contact: Alba Bautista (abautista@first5la.org)

First 5 Advocacy Day – Sacramento
On April 30, representatives from First 5s across the state traveled to the State Capitol to share with elected officials why supporting young kids is imperative for our shared future. Representatives from 39 First 5 Commissions held a total of 112 visits with legislators and their representatives, covering 93% of the legislature. Additionally, First 5's partnered with the Governor's Office to hold a "reading on the lawn," celebrating the declaration of April 30th as "Día de los Niños" - Day of the Children and to promote early and bilingual literacy. The First Partner, Jennifer Siebel Newsom, with her son Dutch on her lap, read in both English and Spanish to a cohort of children. First 5 Commissions also took the opportunity to honor the First Partner with a "Champions for Children" Award for her commitment to children.

For more details on this year's Advocacy Day, please read the full feature article on our website: https://www.first5la.org/article/treasured-moments-in-advocacy-2019-advocacy-day/. The article was also featured in the May edition of the "Early Childhood Matters" newsletter.

Media coverage of the Día de los Niños reading on the lawn event was covered by local Sacramento media, including:

- **Sacramento Bee (4/30):** https://www.sacbee.com/site-services/newsletters/capitol-morning/article229741974.html
- **CalMatters (5/1):** https://calmatters.org/articles/newsletters/e-scooters-head-injuries-early-childhood-development-and-kamala-harris-standing/

- **Univision (4/30):** https://www.univision.com/local/los-angeles-kmex/con-musica-lectura-y-arte-asi-celebraron-en-sacramento-el-dia-de-los-ninos-video
- **KCRA/NBC; Sacramento (4/30):** http://mms.tveyes.com/PlaybackPortal.aspx?SavedEditID=e3d39a17-5b56-42b9-975c-172a3b6c61d2
- **KFBK/News Radio Sacramento (4/30):** https://app.box.com/s/fny81ibc6mhb6gy8zj6i89773xd1pmom

Social media amplification of this year's event was key in creating awareness of First 5 LA's Advocacy Day and Día De Los Niños event activities and helped elevate First 5s partnership with the Governor's office. First 5 LA prepared an 11-page social media toolkit with messaging and sample copy for Facebook and Twitter posts for all First 5 commissions, including First 5 Association and First 5 California and partners, using the hashtag #CA4AllKids. As a result, there were more than 486 tweets using this hashtag, with the potential reach of 4.3 million impressions, which helped it to trend in the #1 and #2 spot on Twitter's Trending topics in the Sacramento area. We also received quality engagements from the Governor's Office, First Partner, and CA Surgeon General's Twitter accounts. Follow the hashtags #CA4AllKids #DiaTogether #DiaDeLosNinos on Twitter for more pictures and updates from the day.

The Communications team also worked closely with the Policy team to coordinate amplification of legislative meetings with key policy makers, including Senator Bob Archuleta, Senator Connie Leyva and Senator Scott Wilk, to highlight their position as Champions for Children. Example social media posts include:

- Senator Connie Leyva: https://twitter.com/SenatorLeyva/status/1123279406917545985
- Senator Bob Archuleta: https://twitter.com/First5LA/status/1123285095123542016
- Senator Scott Wilk: https://twitter.com/First5LA/status/1123374812393496576

Staff Contact: Marlene Fitzsimmons (mfitzsimmons@first5la.org)

VI. MEASUREMENT, LEARNING AND EVALUATION

First 5 LA Presents at the Grantmakers for Effective Organizations (GEO) 2019 Learning Conference

On May 29-30, 2019, I&L Division staff, as well as staff from the Communities Department, participated in the Grantmakers for Effective Organizations (GEO) 2019 Learning Conference in Seattle, Washington. The Learning Conference brought together grantmakers from the United States and across the world to help the philanthropic sector better use their knowledge to create greater impact and find ways to integrate learning into all aspects of their work. The conference sessions offered many innovative ideas to support grantmakers' efforts to intentionally incorporate learning practices inside and outside of their organization. Staff in attendance appreciated the range of perspectives and actionable tools that were offered to help turn learning into action.

At this conference, Vice President of Integration and Learning, Daniela Pineda, was invited to present on a panel titled "Critiquing and Strengthening the Role of Evaluation in Social Change Efforts," along with thought leaders from the Center for Evaluation Innovation , the Obama Foundation , Equity Matters (a Seattle Nonprofit) and ORS Impact (a local evaluation firm). The session addressed recent critiques about the value of evaluation in measuring complex social change. Panelists responded to the critiques, identifying some of the nuances and challenges that exist in measuring and evaluating complex social change efforts and also offered their views of where and how the evaluation field should evolve. Session attendees were very engaged, offering examples of how evaluation had supported their own efforts to tackle social problems.

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All First 5 LA staff in attendance gained insights about how to apply learning practices within the organization, how to better tackle barriers that get in the way of instilling a learning culture, and new ideas and techniques for data visualization. Staff also had the opportunity to share the many innovative practices they are implementing here at First 5 LA with peers from across the country.

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

Quality Start Los Angeles (QSLA) Developmental Evaluation Conducted
Quality Start Los Angeles (QSLA) is a voluntary quality rating and improvement system (QRIS) designed to help parents of children birth to five choose the best early childhood education for their family. QSLA also supports participating providers with ongoing program enhancements. First 5 contracted with the RAND Corporation to conduct a developmental evaluation (DE) of QSLA. A hallmark of DE is real-time learning about complex initiatives. The QSLA DE will answer key questions about the implementation of coaching, assessment technical assistance and quality ratings as part of the new countywide model. The first cycle of data collection for the DE, which includes data from multiple sources is well underway.

Earlier this month RAND convened QSLA leaders for a sense-making meeting. Sense-making meetings are an opportunity for key stakeholders to come together to review, digest, and make sense of findings and discuss implications. They're also an opportunity to explore options for moving forward including potential programmatic changes, additional data collection, and approaches to future analyses. The meeting was focused on RAND's analysis of administrative data on assessment technical assistance (TA). The findings from the administrative data and the discussion in the sense-making meeting are informing: (a) upcoming QSLA DE data collection, including focus groups with technical assistants and QSLA participating providers, (b) improvements to data entry, coding and ultimately the quality of administrative data, and (c) how administrative data will be analyzed in the next round for subsequent TA cohorts. These outcomes improve both the relevance and focus of upcoming evaluation activities and how technical assistants document the work they're doing with and on behalf of QSLA providers.

Staff Contact: Kimberly Hall (khall@first5la.org)

GEO's Learning in Philanthropy: A Guidebook
Recently, Grantmakers for Effective Organizations (GEO) released Learning in Philanthropy: A Guidebook. This document is aimed to serve as a resource that helps grantmakers embed learning more deeply into the day-to-day work and cultures of organizations. It is intended as an orienting publication for staff and board members that highlights key concepts, how to get started, and how others in the field are thinking about and addressing important issues around learning.

First 5 LA is featured in one of the document's "Grantmaker Story" sections, and some of the tools and methods we have developed and adopted, including reflective learning sessions and learning agendas are highlighted. The guidebook addresses many important concepts related to learning, including how grantmaking organizations are setting up learning functions, how to engage staff in learning activities, how to learn along with the communities we serve, how to better connect learning and evaluation to strategy, and how best to share learning with others in order to drive awareness and action. This publication is a great resource to share First 5 LA's learning efforts with the field and learn about new tools and techniques that we may be able to adopt in order to achieve better results for the children and families of L.A. County. The guidebook is included as Attachment D.

Staff Contact: Daniela Pineda (dpineda@first5la.org)

VII. LEGACY INVESTMENTS

Nothing to highlight this month

VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

Administration: Capital Improvement Plan Update
To strengthen First 5 LA's ability to effectively execute its 2015-2020 Strategic Plan, First 5 LA took steps to align its internal structure with its mission and strategy. On July 12, 2018, First 5 LA's Board of Commissioners adopted a Capital Improvement Plan (CIP) to renovate the First 5 LA office building – exterior and interior – to reflect the newly aligned organizational structure and to enhance internal collaboration and work. The CIP scope includes interior office tenant improvement, replacement of existing roofing material, replacement of 3 rooftop air handling units, installation of new solar panels, building and site security and other site improvements including new perimeter fencing, monument signs and site light fixtures.

In February 2019, First 5 LA released a Request for Proposals (RFP) to secure a qualified Architectural & Engineering (A&E) firm to perform preliminary architectural and engineering services. These services will also include engaging the necessary consultants, engineers and surveyors to assess and validate the site conditions and provide pre-design, preparation of concept designs, schematic design, and prescriptive specification development, as well as preparation of other required documents as directed by First 5 LA.

In response to the solicitation, one organization, IMEG Corp., submitted an application. The review process consisted of four levels of review and IMEG Corp satisfactorily passed all levels of review. The reviewers from the final level of review recommended IMEG Corp. for award of the RFP.

We are currently entering into contract negotiations in anticipation to start work with IMEG in July/August 2019. Please note that when the Board of Commissioners adopted the CIP on July 12, 2018, the Board also approved and waived requirements under the Procurement Policy. Previously, our policy required that all contracts of $75,000 or more are presented to the board for approval prior to execution and limits the Executive Director to authorize amendments up to $75,000 or ten percent, whichever is greater. Our Executive Director was granted approval by the Board to execute all agreements and amendments under the Capital Improvement Project except where State law requires the Board to award any public works contracts. This approval was to mitigate any potential delays or increases in cost resulting in delays, with construction or any other contractors for this project. All contracts executed by the Executive Director under the CIP would be reported in the Executive Director's report to the Commission at its monthly meetings. The update above provides the Board the initial update of Staff's intent to move forward to negotiations of the selected Architectural & Engineering (A&E) firm. We will provide another update to the board with additional information regarding the final negotiated amount and terms of the contract.

Staff Contact: Carl Gayden (cgayden@first5la.org)

Contract Administration and Purchasing (CAP): Update On The Risk Management Project
On Nov. 8, 2018, staff reported that First 5 LA was working with Gallagher to develop a Risk Management Framework to consider risk, inform decision-making and promote consistency across the organization. This framework consists of a set of Risk Principles that are fundamental characteristics in which all work by First 5 LA should align with. Each principle has a set of sub-questions to help staff consider various risk factors of a new project or continuation of existing work. The following Risk Principles were finalized and adopted by the Executive Team:

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1. LEGAL: **First 5 LA will only engage in activity that is consistent and compliant with its Public Entity status –** Expenditures related to or included in a proposal / activity, must meet the guidelines established by First 5 LA's enabling statute, Proposition 10, and First 5 LA regarding allowable uses of First 5 LA funds.

2. ALIGNMENT: First 5 LA will focus on activities that advance the set of Results for Children and Families – First 5 LA's work must align to the four (4) **Results for Children and Families** that were approved by the Board of Commissioners on November 8, 2018.

3. ENVIRONMENTAL: Activities should be targeted to the needs of the population / community that First 5 LA serves – First 5 LA exists to promote the health and well-being of children prenatal to age five and their families in Los Angeles County. First 5 LA is cognizant of the environment within which it works and constantly assesses both needs and opportunities to advance its priority results for children and families.

4. FINANCIAL: First 5 LA is a responsible steward of public funds and invests its resources to maximize results and sustainability.

5. EXECUTION: First 5 LA will prioritize activities where we have the demonstrated leadership and experience to execute an activity. – First 5 LA is a national leader and expert in early childhood development. We assess and plan for events that could negatively affect the intended impact of a project.

In the coming months, staff will work with Gallagher to develop a tool. process and training to aid staff in assessing these principles and sub-questions.

Staff Contact: Jennifer Eckhart (jeckhart@first5la.org)

Finance: Achievement
The Certificate of Achievement for Excellence in Financial Reporting has been awarded to First 5 LA by Government Finance Officers Association of the United States and Canada (GFOA) for its comprehensive annual financial report (CAFR). The Certificate of Achievement is the highest form of recognition in of governmental accounting and financial reporting sector, and its attainment represents a significant accomplishment by a government and its management.

The CAFR has been judged by an impartial panel to meet the high standards of the program, which includes demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story.

Staff Contact: Raoul Ortega (rortega@first5la.org)

IX. ORGANIZATION-WIDE AND CROSS CUTTING RECENT CONFERENCES AND EVENTS

Learning Series Hosted by the Programs Division
The Programs Division hosted two Learning Series during this fiscal year in October and May to better understand the context in which we do our work as a funder, to inform our current and future work in communities, and to inform our thinking of the work that could be applicable to our future strategic plan. The Learning Series provide an opportunity for First 5 LA staff to participate in quarterly field trips that focus on exploring and learning within a particular geographic community, racial or ethnic community, or an emerging issue, enabling staff to learn directly from community experts in the field.

The first destinations in the Learning Series were Chinatown and Little Tokyo. Participants were able to explore the issue of advocacy around displacement and gentrification of families. The intent was to

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focus on First 5 LA's neighboring communities which have been active places for advocacy and organizing for the last 100 years.

Learning Series II focused on the impact of gentrification and displacement on historically African American communities and explored issues of systemic racism, race relations, and resource allocation. The series was separated into two days following the migration of African American families from the Los Angeles area (Watts, Compton, and South Los Angeles) to Downtown Los Angeles and the San Fernando Valley. During this Learning Series, staff learned more about the history of advocacy in these communities, as well as the diversity of African American families that still reside there, despite displacement. Key themes that emerged from the discussion include the opportunity to think critically about strengthening supports for families given the increasing decentralization of African American communities, as well as the importance of disaggregated data to better assess need.

Staff Contact: Alex Wade (awade@first5la.org); Krystal Green, (kgreen@first5la.org)

ORGANIZATON WIDE SPONSORSHIPS/EVENTS
During late May and early June 2019, First 5 LA co-sponsored several events aimed at relationship building and expanding brand awareness in Los Angeles County, including:

- Para Los Niños Annual Benefit in Koreatown on May 15, 2019, welcoming 250 of Los Angeles' largest corporate and philanthropic leaders to celebrate their mission and impact. Para Los Niños fosters pathways to success through excellence in education, powerful families, and strong communities for young children and youth to thrive. The benefit's 2019 honorees included Bank of America (Corporate Partner of the Year) and Loyola High School (Community Partners of the Year) for their decades of support and partnership to help children and youth on their path to success.
- On May 23, 2019, Coro of Southern California hosted the 44th Annual Coro Crystal Eagle Awards Dinner. Each year, Coro honors visionary leaders whose civic contributions exemplify effective, ethical leadership with the Crystal Eagle Award. 2019 honorees included Phil Washington (CEO, LA County Metropolitan Transportation Authority-LA Metro), among several others.
- The Partners in Care 20th Tribute Dinner took place on June 3, 2019. The 2019 event honored Chief Executive Officer of Martin Luther King, Jr. Community Hospital, Elaine Batchlor, MD, MPH, with the Vision & Excellence in Healthcare Leadership Award. Dr. Batchlor's number one priority has been to improve access and quality of care for underserved communities utilizing innovative and collaborative approaches. Her work to increase access for underserved populations has been recognized as an example of leading best practices and adopted throughout California.

Staff Contact: Amelia Cobb (acobb@first5la.org)

X. UPCOMING EVENTS

Nothing to highlight for this month

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

Procurement Update
Pursuant to the Procurement Policy adopted on February 13, 2014, "The Executive Director (or designee) may approve any contract less than $75,000 in the aggregate in a fiscal year, and will establish appropriate internal policies and controls for those awards. Copies of contracts executed in

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the amount of $25,000 or more and up to $75,000 within a fiscal year will be provided to the Commission during the course of its normal business and be provided as informational items."

The following contracts were executed through May 20, 2019. Copies of the executed contracts can be found here: https://www.first5la.org/uploads/files/contractsed-report-june2019_599.pdf

#10130 FAMILIES IN SCHOOLS – Contract Amount: $74,500
Contract Period: 10/15/2018 – 5/15/2019
The Contractor serves as the fiscal sponsor for the Southeast LA (SELA) Collaborative. The SELA Collaborative conducted a comprehensive landscape analysis of the non-profit sector in the SELA region. This assessment will support the SELA Collaborative's efforts to strengthen the capacity of non-profit sector in the SELA region.

#10152 THE CENTER FOR EFFECTIVE PHILANTHROPY – Contract Amount: $65,146
Contract Period: 12/11/2018 – 6/30/2019
The Contractor will prepare a Grantee Perception Report and a Stakeholder Perception Report about First 5 LA. These reports include the development of online, customizable, confidential surveys for grantees/contractors and stakeholders; an online interactive report of the findings for each survey; a memo of findings and recommendations; an in-person presentation for each report; and support in sharing the findings with appropriate parties. The results from these anonymous surveys will highlight how First 5 LA can become more effective and high functioning and maximize its impact for children and families in LA County.

#10151 PAUL CELLO – Amended Contract Amount: $33,000
Amended Contract Period: 1/22/2019 – 9/30/2019
First 5 LA initially engaged the Consultant to lead a reflective learning session with staff from the Integration & Learning Division who worked on Phase I of the Impact Framework project. An amendment to the contract added $21,500 and 3 months to the contract for the Consultant to facilitate an additional session and follow up meetings as well as provide technical assistance on team development and process improvement.

#10163 JLM STAFFING SOLUTIONS – Contract Amount: $68,000
Contract Period: 3/11/2019 – 9/11/2019
The Contractor will provide qualified candidates with public works expertise for a Contract Operations and Compliance Office position for the Contract Administration & Purchasing Department. The listed contract amount is a high-end estimated based upon an anticipated hourly rate for 90 days plus the buyout fee to permanently hire the individual.

Staff Contact: Junette Sheen (jsheen@first5la.org)

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Attachment A

first 5 la
Giving kids the best start

Memo

To: All Staff

From: Peter Barth, Director of Public Policy and Government Affairs

Date: May 14, 2019

Subject: **REVISIONS TO THE GOVERNOR'S PROPOSED 2019-2020 STATE BUDGET**

Last week, Governor Newsom announced revisions to his proposed budget for the 2019-2020 state fiscal year. The annual May revision provides the opportunity for Governors to update revenue, caseload, and policy forecasts, and make adjustments to the initial budget proposal based on discussions with stakeholders, including the state legislature.

The $213.5 billion spending plan represents a more than $4 billion increase from his January proposal, strengthened by higher than expected revenue forecasts. Despite the increased short-term revenue, the Governor cautioned that analysts project slower long-term economic growth, leading to reduced revenues by FY 2022-23. As a result, new funds are proposed to support the state's fiscal stability, like accelerating debt payments and contributions to the state's "rainy day" fund, rather than further investing in child development priorities like infant and toddler care. As a reminder, California voters have passed a number of ballot initiatives, including Propositions 98 (Education Funding) and Proposition 2 (Budget Stabilization), which limits the state's spending discretion.

The Governor remains committed to the budget proposals he announced in January focused on child development, including new funds for home visiting, developmental screening, and preschool, among other priorities aligned with First 5 LA's policy agenda.

In addition, the Governor announced a number of new investments in early childhood priorities as part of his "parent agenda." New investments and policy changes aligned with First 5 LA's priorities announced yesterday include:

- $22.9 million in Medicaid matching funds to further expand the California Home Visiting Program, and $10.7 million in accelerated CalWORKs Home Visiting Initiative payments, increasing the total FY 19-20 funding available for home visiting by $33.6 million.
- $12 million in Medicaid matching funds to further expand the Black Infant Health program, including the Perinatal Equity Initiative created in 2018.
- $60 million over three years in Proposition 56 funding, starting with $25 million in FY 19-20, to train providers responsible for conducting the trauma screenings proposed in the January budget.

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- Eliminating sales taxes on diapers and menstrual products, which will reduce state general fund revenues by $76 million annually. Since Thursday, the Legislative Analyst's Office has suggested the Legislature could keep the taxes on diapers and use the revenue to further expand access to subsidized child care.
- Expanding paid family leave from six to eight weeks per parent or caregiver, allowing for up to an additional month of paid leave for a two-parent household. In order to pay for expanded leave opportunities, the Governor proposes using more reserves from the state's paid leave account.
- $54.2 million to stabilize child care for families receiving CalWORKs Stage 1 support, allowing children to remain in care programs for 12 months.
- $80.5 million in Proposition 64 (Cannabis) prevention fund dollars to expand access to child care. First 5 LA and advocates are working to further clarify which subsidized child care programs these funds would support, and are aware that a number of advocates would prefer to see Proposition 64 funds supporting other youth intervention programs, like after school services.
- $12.8 million in federal funds to support emergency vouchers for families in crisis requiring temporary care or cash aid to support the cost of care.
- $2.2 million in ongoing federal funds to improve child care quality through Quality Counts California, the state's quality rating and improvement system.

In addition to these proposals, the Governor's revised budget envisions significant funding to support programs addressing community needs throughout LA County, including an additional $1 billion to combat homeless; funds to support County efforts to expand enrollment in CalFresh, the state's nutrition assistance program; and funding to support access to clean drinking water including $168M for water infrastructure projects.

The budget revision also outlines the Governor's plans for spending Proposition 64 prevention funds. In addition to the child care proposal previously outlined, the Governor proposes the following spending from the prevention fund:

- $12 million for the California Department of Public Health to conduct cannabis surveillance and education programs.
- $21.5 million for the Department of Health Care Services to create competitive grants to develop and implement new youth programs focused on education, prevention, and treatment of substance abuse disorders.
- $5.3 million for the California Natural Resources Agency to create youth community access groups, intended to connect youth to natural or cultural resources including community education and recreation.

First 5 LA, in partnership with the First 5 network, is focused on ensuring Proposition 64 resources support early childhood priorities to the greatest extent possible, including support for public health infrastructure focused on researching and educating the public about the maternal and child health impacts of cannabis use. The commitment of Proposition 64 funds for child care and public health research are strong signals of the Governor's support for early childhood, and will require ongoing First 5 engagement with state leaders and advocacy partners.

The Governor's budget revision also proposes increased funding for and oversight of regional centers serving individuals with developmental disabilities, and increased funding for special education services provided by Local Education Agencies (LEAs, commonly known as school districts). While these proposals do not directly improve access to services for young children, the proposals provide the opportunity for First 5 LA and our partners to highlight the critical importance of identifying developmental delays and connecting families with follow-up intervention services from the earliest moments possible.

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Finally, while First 5 LA would like to see the final FY 19-20 state budget include a significant investment in expanded access to early learning services, the Governor's vision for creating a master plan for early learning in California – akin to the existing master plans for K-12 and higher education – provides an opportunity for continued First 5 engagement in policy planning and development. First 5 LA and early childhood partners are encouraging the Governor to leverage the work of recent early childhood planning efforts, like the recently released report from the Blue Ribbon Commission for Early Childhood Education convened by Assembly Speaker Anthony Rendon.

For the next month, the state legislature will work closely with stakeholders and the Governor to develop and approve a final budget agreement by June 15. The Governor has until June 30 to sign the budget into law.

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Attachment B

June 4, 2019

Honorable Holly Mitchell (SD-30)
California State Senate
Chair, Senate Budget & Fiscal Review Committee
State Capitol, 5050
Sacramento, CA 95814

Honorable Philip Ting (AD-19)
California State Assembly
Chair, Assembly Budget Committee
State Capitol, 6026
Sacramento, CA 95814

Dear Chair Mitchell and Vice-Chair Ting:

First 5 LA, in partnership with others, strengthens families, communities, and systems of services and supports so all children in Los Angeles County enter kindergarten ready to succeed in school and life.

First 5 LA appreciates the focus on early childhood development in the Senate's and Assembly's proposed budgets and is grateful for Governor Newsom's broad "Parent Agenda" and budget to support Californian's children and families.

As the Legislature finalizes its proposed budget for State Fiscal Year 2019-20, First 5 LA requests the Conference Committee on the Budget take the following actions:

Early Learning proposals

- *Child Care Spaces* - Given the staggering need of the 1.8 million children who are eligible for child care but are trapped on the wait list, ***we urge you to make a significant investment in California's robust mixed-delivery child care system to expand services to children and families in need.***

- *Reimbursement Rate Reform* - ***We request that you adopt the Assembly's proposal to implement Reimbursement Rate Reform***. If the Legislature does not adopt the policy on rate reform this year, California will not be able to implement a rate reform policy for another three years, due to the timing required for the Regional Market Survey.

- *Facilities and Workforce* - We appreciate both houses adopting the Governor's proposed funding to improve the facilities supply and strengthen the workforce for our ECE providers. ***We request that you adopt the Assembly's revised trailer bill language for both the community-based facilities as well as school district kindergarten and preschool facilities to ensure these dollars go as far as possible.***

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- Master Plan for Early Learning and Care – We believe that California's youngest children deserve an early childhood system that meets their many, varied educational needs and also supports working families, and we know that requires long-term, multi-year commitments for the Legislature and Executive alike. We agree with the Legislature and the Governor that the Master Plan must build upon the important foundations created by the Assembly's Blue Ribbon Commission, and ***urge that the Master Plan must sequence out next steps and institutional planning, including topics such as long term financing, facilities and alignment with early intervention and K-12 systems***.

Early Identification and Early Intervention proposals

- *Developmental Screenings* – Early identification of developmental issues is a crucial first step in connecting families to services which help children manage and even overcome developmental delays. However, too few children in the California currently receive timely and appropriate screens. ***We urge the Committee to increase access to developmental screens by adopting the Governor's May Revision proposal to increase incentive payments for providers.***

- *Maternal and Early Childhood Home Visitation* – Home visitation programs strengthen parenting skills, improve child and family health and wellbeing outcomes, connect participating families to other available supportive services, and demonstrate clear financial returns on investment. ***We request the Committee adopt the Senate's proposal for the California Home Visiting Program. We further urge you adopt the Assembly's trailer bill language to broaden eligibility requirements for the CalWORKs Home Visiting Initiative.***

- *ACEs screenings and provider training* – Adverse Childhood Experiences (ACEs), trauma, and toxic stress can severely impact the health and optimal development of young children. ***We request you adopt the Governor's proposals to increase access to ACEs screenings through incentive payments and training for providers administering screens.***

- *Black Infant Health* – California's persistently high levels of Black infant mortality are unacceptable. ***We thank the Senate, Assembly, and Governor for recognizing the necessity of improving Black infant health outcomes and increasing funding to support this necessary focus.***

Family Strengthening proposals

- *CalWORKs Grants* – California is home to the highest levels of child and family poverty in the nation. By providing direct cash aid to meet basic needs, CalWORKs plays a powerful role in supporting the health and wellbeing of low-income families. ***We thank the Senate, Assembly, and Governor for recognizing the importance of increasing CalWORKs cash grant levels to ensure no child grows up in deep poverty and support the proposed budget requests and trailer bill language.***

- *California Earned Income Tax Credit* –The California Earned Income Tax Credit (CalEITC) is one of the most effective ways to combat poverty, and ***we thank the Governor, Senate, and Assembly for including CalEITC expansion in their proposals and urge the continued support for expanding the program.***

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We acknowledge that meeting the needs of California's youngest residents requires a long-term, multi-year commitment and identifying multiple funding sources to support primary prevention programs like home visiting and early learning. We applaud the Governor for directing a significant portion of Proposition 64 dollars toward prevention and urge the Legislature to ensure any allocation of Proposition 64 funds includes early childhood programs.

Focusing state investments on our youngest learners gives them the best chance for long-term success. Child development programs go beyond helping children and provide multi-generational benefits. Studies have shown that, in addition to a multitude of benefits for children, early childhood programs also improve health, education, and labor outcomes for parents.

We look forward to continuing to work with you on strengthening programs and services that support the health, wellbeing, development and early education of California's most vulnerable children and families. If we can be of further assistance, please contact Peter Barth, Public Policy and Governor Affairs Director, at PBarth@first5la.org.

Sincerely,



Kim Belshé
Executive Director

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First 5 LA - State and Federal Advocacy Agenda
Updated: June 4, 2019

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Early Care & Education					
Assembly Bill (AB) 125	McCarty (D-Sacramento), Berman, Bonta, Burke, Carrillo, Chiu, Dodd, Friedman, Eduardo Garcia, Gonzalez, Hill, Limón, Reyes, Santiago, Ting, and Wicks	Early childhood education: reimbursement rates: This bill would provide that it is the intent of the Legislature to enact legislation that would establish a single regionalized state reimbursement rate system for childcare, preschool, and early learning services that would achieve specified objectives.	Senate Rules Committee		Support
AB 194	Reyes (D-San Bernardino)	Child care and development services: This bill would make legislative findings and declarations relating to early care and education programs and would state the intent of the Legislature to enact legislation to appropriate $1,000,000,000 to immediately improve access to alternative payment programs and general childcare and development programs.	Assembly Appropriations Committee (Held)		Support
AB 324	Aguiar-Curry (D-Napa), Rubio	ECE Workforce: In 2000, AB 212 (Aroner) authorized funds from the California Department of Education (CDE) for childcare development staff retention. These funds aim to retain quality staff who have experience working directly with children in state-subsidized, Title 5 child development programs. AB 324 requires CDE to develop guidelines for the use of AB 212 funds. The new guidelines will still allow for local flexibility, but will create a standardized, effective, and measurable funding program. These guidelines will prioritize stipends that recruit, strengthen, and retain a quality, diverse ECE workforce.	Senate Rules Committee		Support
AB 452	Mullin (D-Daly City)	California Child Care Facilities Grant Program: This bill would seek to appropriate funds of between $25,000,000 and $35,000,000 towards grants to develop childcare facilities that serve children from birth to age three, with no less than $10,000,000 of which dedicated to Early Head Start facilities.	Senate Rules Committee		Support
SB 174	Leyva (D-Ontario)	Reimbursement rates: This bill would provide that it is the intent of the Legislature to enact legislation that would establish a single regionalized state reimbursement rate system for childcare, preschool, and early learning services that would achieve specified objectives.	Assembly Desk		Support
State Budget Request: Child Care Bridge Program	$47,000,000	$47 million to support additional vouchers to assist families in paying for emergency, short-term child care for foster children in a home-based family care setting, allowing approximately 19,000 foster children to receive child care for up to six months on an immediate basis.			Support
Gov. Budget Proposal: Infrastructure	$500,000,000	One-time funding to improve child care infrastructure, including support for professional development and facilities.			Support
Gov. Budget Proposal: CSU Child Care Infrastructure	$247,000,000	California State University (CSU) system would receive $247 million in one-time funding which could be used to expand child care facilities for students with young children.			Support

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Gov. Budget Proposal: California State Pre-School	$125,000,000	$125 million would provide an additional 180,000 full-day, full-year pre-school spaces in 2019-20, increasing to 200,000 students by 2022.			Support
Gov. Budget Proposal: Roadmap for Universal Pre-School and Child Care	$10,000,000	$10 million to develop, in partnership with the State Board of Education, Department of Finance, and Department of Social Services, a roadmap toward universal pre-school and quality, affordable subsidized child care in California.			Support
Gov. Budget Proposal: CalWORKs Stage 1 Child Care	$ 54, 200,000	$54.2 million to stabilize child care for families receiving CalWORKs Stage 1 support, allowing children to remain in care programs for 12 months.			Support
Gov. Budget Proposal: Proposition 64 Child Care	$80, 500,000	$80.5 million in Proposition 64 (Cannabis) prevention fund dollars to expand access to child care.			Support
Gov. Budget Proposal: Emergency Child Care Vouchers	$12, 800,000	$12.8 million in federal funds to support emergency vouchers for families in crisis requiring temporary care or cash aid to support the cost of care.			Support
Gov. Budget Proposal: Quality Counts Program	$2,200,000	$2.2 million in ongoing federal funds to improve child care quality through Quality Counts California, the state's quality rating and improvement system.			Support
Health					
Assembly Bill (AB) 526	Petrie-Norris (R-Irvine)	Medi-Cal: This bill would create an expedited Medi-Cal enrollment pathway for children and pregnant women, by allowing the data individuals provide when applying to the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) to also determine eligibility for Medi-Cal. The state would accomplish this by utilizing Medicaid's Express Lane Eligibility (ELE) authority. This allows children to concurrently apply for Medi-Cal, as well as pregnant women into Presumptive Eligibility Medi-Cal status, when applying to certain other federal benefits programs. The bill would also fund infrastructure and systems changes needed to enable information sharing between WIC and Medi-Cal.	Senate Rules Committee		Support
AB 1004	McCarty (D-Sacramento)	Developmental screening services: This bill is the re-introduction of AB 11, which would require, consistent with federal law, that screening services provided as an EPSDT benefit include developmental screening services for individuals zero to 3 years of age, inclusive. The bill would require the department to ensure a Medi-Cal managed care plan's ability and readiness to perform these developmental screening services, and would require the department to adjust a Medi-Cal managed care plan's capitation rate, as specified. Until July 1, 2023, the bill would require an external quality review organization entity to annually review, survey, and report on managed care plan reporting and compliance with specified developmental screening tools and schedules.	Senate Rules Committee		Co-Sponsor
Senate Bill (SB) 464	Mitchell (D-Los Angeles)	Implicit Bias: This bill would make legislative findings relating to implicit bias and racial disparities in maternal mortality rates. The bill would require a hospital that provides perinatal care, and an alternative birth center or a primary clinic that provides services as an alternative birth center, to implement an implicit bias program, as specified, for all health care providers involved in perinatal care of patients within those facilities. The bill would require the department to track and publish data on maternal death and severe morbidity, disaggregated by county, facility, and racial and ethnic identity.	Assembly Desk		Support
Gov. Budget Proposal: Developmental Screenings	$60,000,000	$60 million in state and federal funding to increase developmental screening rates for young children.			Support

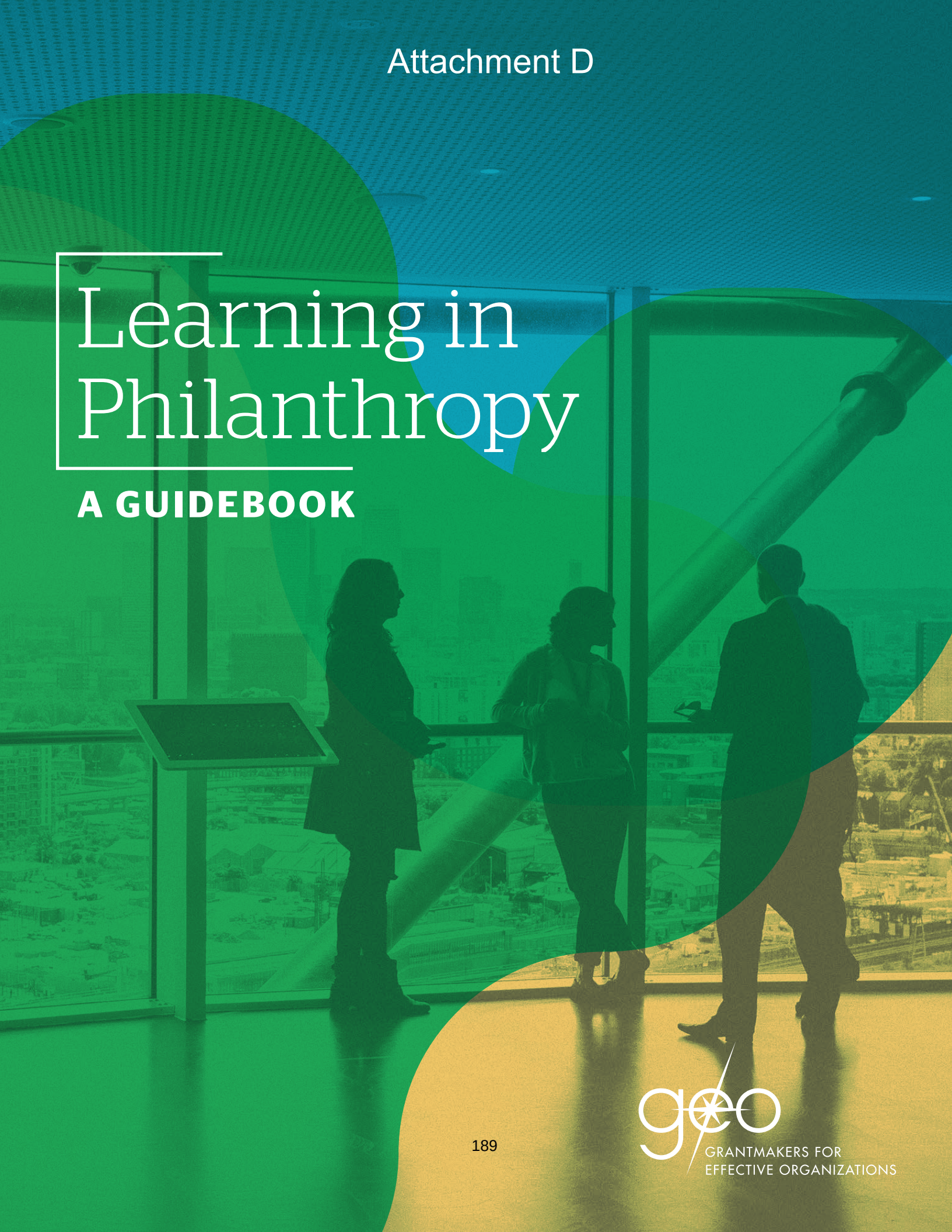
Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Gov. Budget Proposal: Adverse Childhood Experiences	$45,000,000	$45 million in state and federal funding to ensure all families on Medi-Cal receive Adverse Childhood Experiences (ACEs) screens.			Support
Gov. Budget Proposal: Black Infant Health	$12,000,000	$12 million to further address disparities in infant and maternal mortality for African American women.			Support
Gov. Budget Proposal: Health Provider Rates	$1,000,000,000	Continued funding for health provider rate increases, including more than $1 billion in Proposition 56 funding (tobacco tax increase approved by voters in 2016). At least $50 million in additional funding will be made available for Medi-Cal family planning services, and additional funds will be available for mental health provider training, whole person care pilots, and additional health systems incentives which could be modified to include early childhood priorities.			Support
Gov. Budget Proposal: Trauma Screenings	$25, 000,000	$60 million over three years in Proposition 56 funding, starting with $25 million in FY 19-20, to train providers responsible for conducting the trauma screenings proposed in the January budget.			Support
Gov. Budget Proposal: Cannabis surveillance and education	$12,000,000	$12 million for the California Department of Public Health to conduct cannabis surveillance and education programs.			Support
Families					
Assembly Concurrent Resolution (ACR) 1	Bonta (D-Oakland), Aguiar-Curry, Bealle, Bradford, Calderon, Carrillo, Chiu, Chu, Gabriel, Cristina Garcia, Gloria, Gonzalez, Holden, Hueso, Jones-Sawyer, Kalra, Levine, Limón, Low, McCarty, Rendon, Reyes, Rivas, Rodriguez, Santiago, Ting, and Weber	Public Charge: This measure would condemn regulations proposed by the Department of Homeland Security to prescribe how a determination of an alien's inadmissibility is made based on the likelihood that the alien will become a public charge. This measure would also urge the federal government to reconsider and roll back the proposed regulations.	Senate Human Services Committee, set for hearing June 10		Support
Gov. Budget Proposal: Working Families Tax Credit	1,000,000,000	$1 billion to expand eligibility to an additional 400,000 families, and converting the credit to a monthly benefit to better meet the needs of working families.			Support
Gov. Budget Proposal: CalWORKs Grants	$347, 600,000	$347.6 million to further increase the size of the state's California Work Opportunity and Responsibility to Kids (CalWORKs) cash grants, eventually increasing to $455.5M annually. These increases will begin October 1, 2019 and ensure no child in a family receiving cash aid from the state lives in deep poverty.			Support
Gov. Budget Proposal: CalWORKs Home Visiting Initiative	89,600,000	$89.6 million to expand and make permanent the CalWORKs Home Visiting Initiative (HVI) created in the 2018-19 budget.			Support
Gov. Budget Proposal: Maternal Infant Early Childhood Home Visiting (MIECHV)	$45,900,000	$45.9 million to double the federally-funded Maternal Infant Early Childhood Home Visiting (MIECHV) program operated by the California Department of Public Health.			Support
Gov. Budget Proposal: Paid Family Leave	TBD	Expanding paid family leave from six to eight weeks per parent or caregiver, allowing for up to an additional month of paid leave for a two-parent household			Support
Federal Policy					

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Federal Regulation -USCIS-2010-0012	U.S. Department of Homeland Security	Proposed Federal Regulation: Expansion of the public charge definition for immigrants seeking to legally adjust their status.	First 5 LA Submitted Public Comments to the Federal Register on 12/7/2018.		Oppose
Communities					
Sustainability					

Attachment D

Learning in Philanthropy

A GUIDEBOOK



GRANTMAKERS FOR EFFECTIVE ORGANIZATIONS



About GEO

Grantmakers for Effective Organizations exists to help grantmakers turn their desire to improve into real progress. That is the power of the GEO community. With more than 7,000 grantmakers across the globe, we work together to lift up the grantmaking practices that matter most to nonprofits and that truly improve philanthropy. There is no shortage of advice out there for grantmakers working to improve. There is also no shortage of hurdles to making change. Since 1997, GEO has provided opportunities for grantmakers to come together to share knowledge and inspire each other to act. GEO members find value in making strong connections to address mutual challenges and in navigating the same journey to improve. Working together, we have cut through the noise to identify the core smarter grantmaking approaches that enable transformational change. We have designed conferences focused on solving of-the-moment challenges, regular opportunities for peer learning, and publications that lift up best practices and examples from peers. As a result, GEO drives grantmakers' progress for more effective change.



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Introduction

> Grantmakers support nonprofits and communities as they take on tough issues, from improving educational opportunities for students to strengthening civic engagement to achieving more equitable health outcomes for people and communities, and more. Adding to the challenge, this work is happening at a time when public policies, technologies and economic conditions are in a state of constant change, and many of the communities we serve may be experiencing a higher degree of uncertainty and concern about what the future holds. Solutions we think will work today may not be as relevant in the future.

In order to make lasting progress toward the goals we share with our nonprofit and community partners, we have to be learning all the time. We need to know what is happening in the communities where we want to have an impact. We need to know how change is affecting the ability of our partners to do their work and reach their goals. We need to know what others — including nonprofits, community members, other funders, government and business partners, and researchers — are learning about how to achieve the changes we want to see.

When grantmakers focus on learning for improvement, we use evaluation and learning to generate information and insights that will help us better understand both how we're doing in our work and how to improve. A focus on taking action based on what we learn ensures that we are engaged in strategic or applied learning. Our learning should be tied directly to the strategies we are pursuing and the decisions we are making.

About This Publication

Over the years, GEO has published a variety of resources on learning and evaluation in philanthropy. GEO also hosts a biennial Learning Conference and has organized webinars, communities of practice, and other opportunities for grantmakers to "learn about learning" and share perspectives on challenges, opportunities and promising approaches.

Today, GEO continues to hear from members about how they and their organizations are wrestling with fundamental questions and concepts related to learning, such as these:

- What's the best way to set up the learning function in our organization?
- How can we get our staff and board engaged in and excited about learning?
- How can we learn with communities and nonprofits?
- How can we do a better job connecting learning and evaluation to strategy?
- What are the best ways to share learning with others so it drives real awareness and action?
- How can we support staff, board and others to learn?

With this publication, GEO hopes to create a resource that helps grantmakers answer these and other questions while embedding learning more deeply into the day-to-day work and cultures of our organizations. This publication draws from GEO's Learning Conferences, previous GEO learning and evaluation publications, insights from members of GEO's Strategic Learners Network, knowledge from others in the field, and in-depth interviews with grantmakers and evaluation practitioners.

This is not a comprehensive guide to creating a learning foundation. Rather, it is intended as an orienting publication for staff and board members that highlights key concepts, how to get started, and how others in the field are thinking about





Community and family leaders gathered at Marguerite Casey Foundation's National Convening in the Washington, D.C. area to celebrate their work, their communities, and their power.
Photo Credit: Marguerite Casey Foundation

and addressing important issues around learning. GEO's hope is that this publication provides a solid basis for thinking and talking about the next steps in your organization's learning work. The publication draws on GEO's past work as well as a series of recent interviews with a diverse assortment of grantmakers about their learning practices and perspectives. It is our hope that every reader will find something of value that makes you think about learning in a different way.

Philanthropy's Evolving View of Learning

When GEO first set out to assess the role of learning and evaluation in philanthropy, we stated that evaluation is "about improvement, not just proof."[1] The same applies to learning in general. In other words, learning is about advancing our knowledge and understanding of what's working, what's not, and how to improve performance over time.

This view aligns with the Center for Evaluation Innovation's definition of *strategic learning:*

> *"Strategic learning occurs when organizations or groups use evaluation and evaluative thinking to learn in real time and adapt their strategies to the changing circumstances around them. Strategic learning makes evaluation a part of a strategy's development and implementation — embedding it so that it influences the process."*[2]



First 5 LA staff gather for the Impactapalooza event.
Photo Credit: First 5 LA

[1]Grantmakers for Effective Organizations and Council on Foundations, "Evaluation in Philanthropy: Perspectives from the Field," 2009. Available at https://www.geofunders.org/resources/689.

[2]Julia Coffman and Tanya Beer, "Evaluation to Support Strategic Learning: Principles and Practices," Center for Evaluation Innovation, 2011, 1. Available at https://www.evaluationinnovation.org/publication/evaluation-to-support-strategic-learning-principles-and-practices.



Photo Credit: The Kresge Foundation

This definition implies that we must support people in our organizations to develop a "learning" or "growth" mindset — one in which we do our work with the understanding that our intelligence is always developing and evolving, and in which we believe that challenges and failures actually help us improve. Psychologist Carol Dweck contrasts such an attitude with a "fixed mindset," a belief that our intelligence is fixed and that challenges and failure are to be avoided because they reveal our limitations.[3]

Many grantmakers believe their public mission and nonprofit tax status obligate them to learn. Viewed in this way, learning helps grantmakers meet our public-purpose obligations by ensuring that lessons from our work are understood, collected, shared and used to improve future efforts. Learning also promotes mutual accountability, forcing us to reflect on how our practices and procedures influence nonprofit and community results.

But the main reason to embrace learning is that increased knowledge and perspective about how best to address the problems we want to help solve will contribute to greater social impact.

[3]Carol Dweck, "What Is Mindset." Accessed October 9, 2018. Available at https://mindsetonline.com/whatisit/about/index.html.



The Community Foundation for Greater Atlanta invited local nonprofits to participate in Catchafire, an online skills-based platform for short-term, virtual, skills-based volunteer projects.
Photo Credit: Community Foundation for Greater Atlanta

Assessing the Field

GEO's research and ongoing conversations with members suggest that grantmakers are making the connection between learning and improvement in a variety of ways. Some are using evaluation and learning as the basis for wholesale changes in grantmaking strategy. Others are working with nonprofits and communities to sharpen their understanding of community challenges and priorities so they can help shape better, co-created solutions. Still more are investing in real-time monitoring of programs to allow for adjustments and course corrections along the way.

In GEO's 2017 field study, an impressive number of respondents (85 percent) stated that their organization's culture supports ongoing learning and improvement.[4]

Dig a little deeper into the data, however, and you see that grantmakers continue to use learning and evaluation primarily for internal purposes. In other words, we often use the information and data we collect for purposes of accountability — such as to report to our boards — but far less often do we share them with others or use them to improve our own programs. The survey findings suggest that many grantmakers still view evaluation as an accountability exercise, with the main audiences for evaluation limited to the board and staff of our own organizations.

When asked what they had done with their evaluation results during the previous two years, 90 percent of grantmakers answered that they had reported to their boards on grants, compared with 61 percent that had planned or revised programs and 45 percent that had reported to nonprofits and other stakeholders.

Furthermore, evaluation is still mainly a one-way street for nonprofits. The flow of information primarily goes from nonprofits to grantmakers, but unfortunately it is still relatively rare for funders to share with nonprofits and communities what we are learning.



> *Connecting learning and improvement requires us to think differently about how we gather, make meaning of and share data, knowledge, information and insights relevant to our work. This publication provides guidance, examples and inspiration so that grantmakers can evaluate and learn in ways that will get better results for our organizations and our nonprofit and community partners.*

[4]Grantmakers for Effective Organizations, "Is Grantmaking Getting Smarter?," 2017. Available at https://www.geofunders.org/resources/968.

Part One

Building a Learning Organization

> Let's start with the fundamental question: What are we talking about when we talk about learning?

While different grantmakers will have different ideas about what learning means to them, GEO's focus is on the learning that happens within and between our organizations and our partners, leading to more progress toward our missions. Learning, therefore, is not an event. You cannot put it on your calendar. Rather, it is a continuous process. It is about creating a culture of learning and fostering an organizationwide commitment to supporting the capacity of people to reflect on their work in a way that helps them achieve more.

In GEO's conversations with members and other grantmakers, we find that people are interested in learning for a variety of reasons:

Analyzing and building shared knowledge of an issue

Grantmakers often adopt a learning focus because we want to help build a better understanding among staff, board, nonprofits, community members and other partners about a specific topic. The goal is to learn more about a problem or challenge we want to address through our work, and to use that new understanding to help shape better solutions. For many grantmakers, the process involves tapping into a variety of perspectives on issues, including those of people and communities whose lives are directly impacted by our work and whose voices have historically (and sometimes intentionally) been left out of these conversations.

Developing new strategies or initiatives

Some grantmakers embrace learning as a way to help shape new strategies or initiatives. Instead of conceiving and designing a program or grantmaking strategy behind closed doors, the goal is to seek input from others, bring people together to brainstorm the best ideas, and test possible approaches. By learning in this way, we can help ensure that a program or activity reflects a genuine understanding of what's happening on the ground and how diverse stakeholders believe we can have lasting impact.

Assessing current activities to identify the path forward

Many grantmakers are committed to learning from ongoing work as it progresses rather than waiting for a formal, after-the-fact evaluation report. In these cases, we use learning activities to assess how a program or initiative is faring so that we can make decisions in real time. By gathering ongoing feedback and hearing guidance and ideas from people and organizations that are directly affected by a program or initiative, we are better positioned to understand its impact as well as needed changes.

Assessing outcomes from completed projects

In addition to evaluating current activities, many grantmakers seek to get better at learning because we want to assess the outcomes of completed projects or grants. The goal here isn't solely to show where we succeeded and where we fell short. Rather, it's to work with partners to discover lessons that we can apply to our ongoing (or future) work together. Questions guiding such dialogues may include these: Did this work truly move the needle for people, communities and issues? Where did we succeed or fail, and why? And what does this tell us about how to achieve better outcomes in the future?

Often, of course, grantmakers' learning activities serve multiple purposes. For example, we and our partners may want to analyze a topic or issue at the same time that we are developing a new strategy — so we can be sure the strategy is a smart response to what's actually happening on the ground. Similarly, we may want to assess a completed project in the context of developing a new or different program — so we can be sure that our present work reflects lessons we have learned in the past.

Regardless of why we and our organizations are embarking on a learning journey, the desire to learn will force us to address several basic questions about how we build learning into the fabric of our organizations' day-to-day work, including these:



Photo Credit: The Colorado Health Foundation

How do we build a learning culture?

How do we staff the learning function?

How do we connect learning and evaluation?

How do we make sure equity is core to our learning work?

In the remainder of this section, we address each of these questions in turn.

Grantmaker Story: Margaret A. Cargill Philanthropies

Margaret A. Cargill Philanthropies has adopted an approach to learning and evaluation designed to ensure that learning is embedded in the organization's culture and day-to-day practice. The grantmaker's "3D" model starts with the *deliverable* (e.g., a report, memo or PowerPoint) resulting from an evaluation or learning activity. To ensure that the deliverable doesn't sit on a shelf (or get lost on the intranet or people's hard drives), the grantmaker brings staff, nonprofits and others together for a *discussion* of the information and data, in the hope that this back-and-forth will generate insights and "ahas" for the future. Next, the model provides a pathway to making *decisions* about future work. "A lot of times, people get a deliverable and they think they are done. But we are trying to create a loop where people are regularly coming together to make meaning of what we are learning so our continuing work is genuinely informed by it," said Ted Chen, director of evaluation and organizational learning with the grantmaker.

How do we build a learning culture?

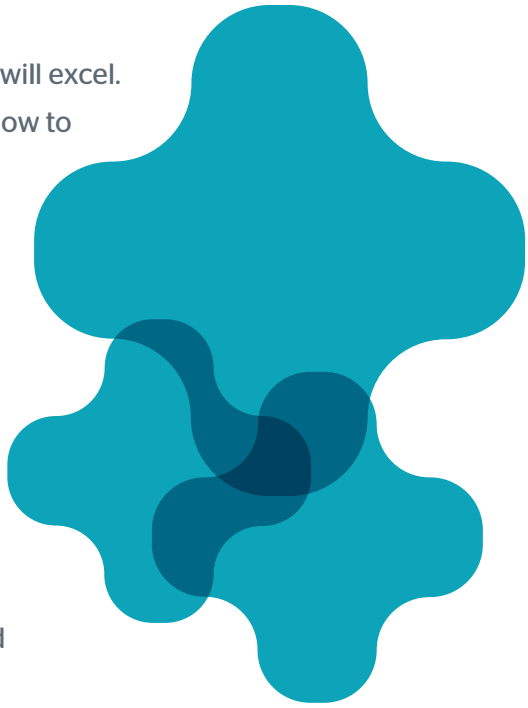
Grantmakers increasingly are coming to understand that culture matters and that a strong organizational culture inside foundations is critical for effective philanthropy. GEO defines *culture* as the collective behaviors and underlying assumptions of an organization.

Every grantmaker will need to decide for itself what kind of organizational culture will best support achieving its mission. However, in *Shaping Culture through Key Moments,* GEO points out some of the core attributes of foundation culture that grantmakers and nonprofits believe are important for effective philanthropy. One of them is "curiosity and learning," which means creating an organizational culture that prioritizes learning for improvement as staff and board regularly assess their performance, embrace failure and explore how to do better.

Creating a Learning Organization

Peter Senge's best-selling book, *The Fifth Discipline,* popularized the concept of "the learning organization." Senge defined *learning organizations* as "organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together." Senge argued that in situations of rapid

change, only organizations that are flexible, adaptive and productive will excel. To cultivate these qualities, he said, organizations need to "discover how to tap people's commitment and capacity to learn at all levels."[5]



Grantmakers and nonprofits working to build a learning culture often emphasize *evaluative thinking* — that is, the capacity for and habit of using evaluation skills throughout the various aspects of people's work. These skills include identifying assumptions, asking substantive questions, determining what kind of information is needed to answer the questions, and collecting and reflecting on this information to make informed decisions. A guide from the Bruner Foundation notes that evaluative thinking is "an approach that fully integrates systematic questioning, data, and action into an organization's work practices."[6]

For grantmakers, building a learning organization may require a deep examination of longtime approaches to learning and evaluation in philanthropy — for example, viewing evaluation solely as a monitoring tool to ensure that nonprofits are doing what they promise or that a specific program area at a foundation is meeting its goals. Rather, the journey to creating a true learning culture means making an organizationwide commitment to learning. It's a journey that starts when we create supportive structures for advancing knowledge and understanding among our staff and board, nonprofits, communities and other partners about what's working, what's not, and how to improve overall performance over time.

To create a learning culture, we have to build people's skills for learning (through approaches such as *reflective practices*[7]) while strengthening the organizational infrastructure (including data and technology systems) that supports learning. We also need to apply a learning lens to the way we organize board and staff meetings, nonprofit convenings and other community events, and the way we handle core functions from communications to grant reporting.

[5]Peter Senge, *The Fifth Discipline: The Art and Practice of the Learning Organization* (New York: Doubleday, United States, 2016), 4.

[6]Anita Baker and Beth Bruner, "Integrating Evaluative Capacity into Organizational Practice." Bruner Foundation, 2012, 1. Available at http://www.evaluativethinking.org/docs/Integ_Eval_Capacity_Final.pdf.

[7]The Giving Practice, "Philanthropy's Reflective Practices." Accessed November 8, 2018. http://www.reflectivepractices.org.

Core Components of Foundations That Learn

Building a learning organization means weaving learning into the fabric of what we do every day and shifting the focus of our learning work so it is about improvement, not proof. Researchers at Chapin Hall at the University of Chicago identified seven core components of foundations that prioritize learning:[8]

1. **A clear and concrete value proposition.** We know what it means to learn and how learning will contribute to our work and the achievement of our goals. This value proposition should be communicated to board and staff to ensure buy-in.

2. **An internal structure aligned with learning.** We create organizational structures that promote and encourage learning within the organization.

3. **Leadership committed to learning.** Board, executive and staff leaders embrace learning and embed it in their own work.

4. **A learning partnership with grantees and communities.** We create the conditions for learning and sharing with nonprofits and community partners.

5. **A learning partnership with foundation peers.** We form partnerships and networks for learning, while exploring other opportunities to learn from (and with) each other through collaboration.

6. **A commitment to share with the broader field.** We share what we learn so that others can apply our lessons.

7. **An investment in a broad and usable knowledge base.** We produce learning that is accessible, that answers common questions and that can be applied by practitioners in the field.

[8]Ralph Hamilton, Prue Brown, Robert Chaskin, Leila Fiester, Harold Richman, Aaron Sojourner, and Josh Weber, "Learning for Community Change: Core Components of Foundations That Learn." Chapin Hall Center for Children at the University of Chicago, 2005. Available at http://racialequitytools.org/resourcefiles/hamilton.pdf.

Action Steps:

Understand where — and how — learning happens in your organization

A critical step to transforming our cultures so they support and encourage strategic learning is to recognize that learning in philanthropy must happen at multiple levels:

- Within our grantmaking organizations — learning from experience and sharing learning with staff and board for improvement
- Across grantmaking organizations — sharing successes, failures and challenges so our colleagues don't end up reinventing the wheel
- In partnership with nonprofits and communities — building open and honest relationships based on shared goals and a shared commitment to change

By assessing the degree to which learning is happening right now across each of these dimensions, we can identify opportunities for building a stronger learning culture.

Make a commitment from the top

Over the years, GEO's work has returned again and again to the importance of leadership in building organizational cultures that contribute to philanthropic effectiveness. Building a culture that supports learning is no different. It requires a commitment to learning on the part of board and staff leaders, plus a pledge to dedicate time, resources and space for staff and nonprofits to assess and learn from their work. Leaders can make clear how learning connects to organizational values and then make sure to act in accordance with those values.

Grantmaker Story: Stuart Foundation

As part of its efforts to become a learning organization, the Stuart Foundation is focused on building the capacity of all staff to be "learning leaders." In 2015, the grantmaker launched an 18-month program of training and coaching for staff, based on the theories and work of Daniel Kim, an organizational consultant and author specializing in individual and organizational learning. Through all-staff sessions, group reading assignments, quarterly retreats, one-on-one coaching and other activities, the 18-member staff explored tools and strategies for strengthening core learning skills. Following this initial round of activities, the foundation began to develop systems for orienting new staff to its learning culture while also providing regular "refresher" content for all staff. "Culture change like this can be hard. It requires real commitment from your leadership and board, along with constant tending," said Koua Jacklyn Franz, former director at the foundation. Despite the challenges, Franz said the staff are now on the same page about the importance of learning to the foundation's work. Recently, the foundation has taken steps to expose its nonprofit partners to the same learning principles and tools that guide its staff. In 2018, it sponsored teams of 25 or more nonprofits to participate in the Society for Organizational Learning's Systems Leadership Institute. So far, 80 percent of its grantee partners have participated in the institute.

Anchor learning in your mission and strategy

Learning happens when people see a clear connection to results — that is, when they understand that learning will increase the impact we and our partners are able to make on priority issues. Therefore grantmakers should frame learning as an integral part of their mission, helping staff, nonprofits, community members and others understand that the organization's knowledge and learning can be as important as its money in delivering social returns.

Anchor learning in current practice

For many grantmakers and nonprofits, one of the main barriers to becoming a learning organization is the perception that learning is an add-on activity that will take too much time and money. Grantmakers should therefore resist the temptation to add new layers of work or technology to what the staff and board are already doing. From grants management systems to staff meetings and nonprofit convenings to foundation intranets and communications, grantmakers already have many systems and processes in place that can support learning. By identifying these activities and exploring how to enhance their role in accelerating learning, grantmakers can build broader acceptance for this work while laying the groundwork for a stepped-up commitment among their boards and staff. To ensure that everyone has time to make learning an ongoing priority, grantmakers should try to ground learning in the way people work every day.

Build staff capacity for learning

A true learning culture is one in which all staff are engaged in learning on a regular basis. But learning in a way that drives better performance and higher impact isn't a skill people are born with; it's also not generally taught in schools. Building staff skills and capacity for strategic learning is critical to building a learning culture. Staff members need support and training in how to frame good learning questions; how to engage nonprofits, community members and other partners in shared learning; how to analyze data and information; how to communicate learning results; how to use learning to drive strategy; and how to translate research findings for different audiences, among other priorities. Grantmakers often turn to consultants, coaches and outside training opportunities to help staff develop these skills. But don't think you have to invest big sums to get started on your organization's skill-building work. Sometimes it's as simple as organizing a series of "lunch-and-learn" sessions with experts, peers from other organizations, and community representatives who can help staff members understand the power of learning and how to get started.



GEO's 2018 National Conference
Photo Credit: Carolina Kroon

Create incentives for learning

Some grantmakers have made it part of staff members' job descriptions to be visible and accessible to colleagues and nonprofits, serving as a resource for the broader community. Others create professional development objectives and/or learning goals for staff; revise their performance measures to reward learning and sharing of information and knowledge with nonprofits; and create incentives for staff to engage in learning, such as staff development accounts. Still others build time and space for learning into regular staff meetings. Creating incentives like these signals that staff won't be assessed solely on standard transactional measures related to the organization's grantmaking but also on how they are using learning to improve on what they do.

Remove barriers to learning

At the same time that we are thinking about incentives for learning, it's also important to look at disincentives in our current cultures that might inhibit learning — for example, asking staff too early in a process about program or grant outcomes; overemphasizing data on outputs versus outcomes and impact; or simply overburdening staff with so many transactional, bureaucratic responsibilities that they don't have time to learn. When we remove these and other barriers to learning, we are taking an important step on the path to becoming a learning organization.

ADDITIONAL RESOURCES

Smarter Grantmaking Playbook: What is a Learning Organization? by Grantmakers for Effective Organizations https://www.geofunders.org/resources/674

Learning for Community Change: Core Components of Foundations that Learn by Ralph Hamilton et al. http://racialequitytools.org/resourcefiles/hamilton.pdf

Strategic Learning in Practice: Tools to Create the Space and Structure for Learning by Jewlya Lynn and the Center for Evaluation Innovation https://www.evaluationinnovation.org/publication/strategic-learning-in-practice-tools-to-create-the-space-structure-for-learning

Philanthropy's Reflective Practices http://www.reflectivepractices.org

The Fifth Discipline: The Art and Practice of the Learning Organization by Peter Senge

Shifting Mindsets: Questions That Lead to Results by Marilee Adams and the University of Pennsylvania Wharton Executive Education https://executiveeducation.wharton.upenn.edu/thought-leadership/wharton-at-work/2012/08/shifting-mindsets

Cricket Island Foundation: A Case Study of a Small Foundation's Impact Assessment by Anna Pond, Seema Shah and Elizabeth Sak http://www.cricketisland.org/wp-content/uploads/2018/09/Cricket-Island-Foundation_-A-Case-Study-of-a-Small-Foundations-I.pdf

How Shortcuts Cut Us Short: Cognitive Traps in Philanthropic Decision Making by Center for Evaluation Innovation https://www.evaluationinnovation.org/publication/how-shortcuts-cut-us-short-cognitive-traps-in-philanthropic-decision-making

Grantmaker Story: Democracy Fund

As Democracy Fund launched its work, its staff were curious about how other organizations staffed learning and evaluation. According to Donata Secondo, former manager of learning and strategy with the grantmaker, they saw two basic models: one in which learning and staff sit in a leadership office and use evaluation to drive accountability, and another in which learning is a "purely consultative and decentralized function." Democracy Fund ended up settling on what Secondo called a "hybrid approach." Srik Gopal, vice president of strategy and program, works to ensure that the organization is using learning to drive strategy and impact. Meanwhile, Secondo and another staff member, Liz Ruedy, director of evaluation and learning, support the program team and other staff to embed learning into their daily work. "We feel we have found a good balance between making sure learning is a priority for the whole organization and making sure our content experts are in control of learning and decisions," Secondo said.

How do we staff the learning function?

As noted in the previous section, building a learning culture in our organizations requires a clear commitment from the top, with board and staff leaders signaling that learning is a priority. At the same time, however, it's important to anchor the learning function in an individual or a team that can facilitate and support organizationwide learning.

GEO's research and interviews have tracked a gradual evolution in the way grantmakers staff learning and evaluation in their organizations. Until recently, grantmakers generally assigned responsibilities for evaluation and organizational learning to staff charged with human resources, communications and/or information technology. As evaluation became more of a priority for the field in the last decade, grantmakers began to hire dedicated evaluation staff. Today, grantmakers are adding organizational learning to the responsibilities of evaluation or program staff, or hiring dedicated learning staff to help create a broader learning culture in the organization.

Research by the Center for Evaluation Innovation and The Center for Effective Philanthropy affirms what GEO has found. In a review of foundation evaluation practices, researchers found that more and more foundations are explicit about assigning the responsibility for learning to one staff member. The review also found that as philanthropy increasingly embraces learning as a priority, grantmakers are expanding the role of evaluation staff to explicitly include organizational learning.[9]

[9]Ellie Buteau and Julia Coffman, "Benchmarking Foundation Evaluation Practices." The Center for Effective Philanthropy and Center for Evaluation Innovation, 2016. Available at http://research.cep.org/benchmarking-foundation-evaluation-practices.



The Community Foundation for Greater Atlanta invited local nonprofits to participate in Catchafire, an online skills-based platform for short-term, virtual, skills-based volunteer projects.
Photo Credit: Community Foundation for Greater Atlanta

"What we are seeing is that foundations now are viewing the learning function as living in a particular individual or set of people," said Tanya Beer, associate director of the Center for Evaluation Innovation. In addition to evaluation and learning, these staff members tend to take on a range of related tasks, from preparing information for the board to conducting grantee surveys to preparing annual reports and more.

Of course, many foundations, in particular smaller ones, may not have the resources to designate one person as solely responsible for organizational learning. At the Raikes Foundation in Seattle, Executive Director Erin Kahn has worked with staff to create systems that enable the whole team to reflect with the organization's co-founders on what they are learning from their engagement with nonprofit partners working in the areas of education and youth homelessness. "We have not made learning a segregated role on the staff because it's an expectation we've built into everyone's role," Kahn said. For more on the Raikes Foundation's approach to learning, see page 70.

The Challenges of Having a "Learning Person"

Grantmakers' embrace of learning, and their growing tendency to make it the responsibility of specific staff members, is a positive development for the field because it shows an understanding of the importance of learning in driving strategy. However, grantmakers should be aware of the challenges associated with encapsulating the learning function in a particular individual or team. First off, building a learning culture in our organizations means helping people understand that learning is *everyone's responsibility.* Rather than carrying the weight for all learning in our organizations, learning and evaluation staff should focus on supporting others to weave learning into their day-to-day work. This relationship between learning and evaluation staff and other stakeholders requires being clear about roles and responsibilities for different learning and evaluation processes.

> *"We believe that evaluation and learning is a part of everyone's job, and my role has been to help embed evaluation and learning into the practice and culture of our organization."*



Ted Chen
Director of Evaluation and Organizational Learning, Margaret A. Cargill Philanthropies

When Ted Chen joined Margaret A. Cargill Philanthropies as director of evaluation and organizational learning, staff were excited to have new evaluation resources available to them. "I was pleased about the enthusiastic response for evaluation, but we did not want to implement a centralized evaluation function," Chen said. "Rather, we believe that evaluation and learning is a part of everyone's job, and my role has been to help embed evaluation and learning into the practice and culture of our organization."

A second challenge, depending on how we situate learning staff in our organizations, is that they can be a step (or two) removed from our work with nonprofits and communities. Program staff in most of our organizations hold the primary responsibility for interacting with nonprofits and other partners — and those interactions are where a huge amount of learning takes place. Therefore, it's crucial to ensure that program staff have the incentives, the support and the capacity to capture and share what they are learning, and that they are working hand in hand with learning staff to make sure our organizations are using learning to drive strategy.

The bottom line: Grantmakers should avoid delegating to one person or team all of the responsibilities for building and sustaining a culture that values evaluation for learning. Strategic learning is everyone's responsibility.

Core Responsibilities of Learning Staff

Staff members who are responsible for learning can engage in a wide range of activities to advance strategic learning in our organizations:

- Working with staff, board members and community stakeholders to define and prioritize the learning questions the organization wants to answer
- Working with program staff and external evaluators to evaluate program-level and initiative-level results and draw lessons for future work
- Working with the CEO and other staff to develop systems and processes for fostering a learning culture among the board
- Developing systems and processes for assessing and supporting the capacity of nonprofits and community members to learn from their ongoing work
- Creating and maintaining an intranet and other systems whereby staff and board members share evaluation findings and other resources, raise questions for others to consider, and engage in online discussions of various issues

Grantmaker Story: Fairfield County's Community Foundation

Fairfield County's Community Foundation recently reframed a senior staff position to signal its commitment to becoming more of a learning organization. The position, vice president of innovation and strategic learning, is held by longtime foundation staff member Karen R. Brown. In her new role, Brown focuses on ensuring that the foundation's work is informed by outside perspectives and trends in the fields of philanthropy and community change. "There is always a tendency for foundations to become too insular in their focus," Brown said. "We want to pick up our heads and look around and keep track of what others are doing and learning." Brown's day-to-day work includes summarizing and sharing key reports and external resources with the foundation staff; organizing lunch-and-learns, webinars, and other events for staff and nonprofits on up-and-coming topics; and making sure the grantmaker is playing an active role in learning networks that are critical to its work (such as CFLeads and the Community Foundation Opportunity Network).

- Creating recurring opportunities for staff to discuss what they're learning in the course of their work during staff meetings, lunch-and-learn seminars and other events
- Creating systems and/or processes for capturing and managing knowledge and information generated by the foundation's work, so that it is permanently accessible even if staff with valuable knowledge leave the organization
- Working with program and communications staff to develop strategies, activities and deliverables for sharing learning with key audiences via the foundation website, reports, presentations, webinars, convenings and so on
- Developing streamlined systems for grant applications and reporting that help the staff and board develop a better understanding of nonprofit progress (without placing new burdens on applicants and nonprofits)
- Evaluating staff members' performance based at least in part on how they are contributing to the organization's knowledge and understanding of how to grow its impact over time

Action Steps:

Anchor the learning function in a staff member or team

To make sure learning is an organizationwide priority, many grantmakers assign lead responsibility for learning to a specific staff member or team. This individual or team can assume responsibility for a variety of learning activities (see page 23) while working to build an organizational culture in which everyone is learning all the time. In assigning staff members to manage the learning function, grantmakers should define their priority responsibilities to focus on activities that will best support the organization's learning goals and needs.

Make the distinction between learning and HR roles and responsibilities

As noted above, some grantmakers traditionally made organizational learning a focus for human resources staff. But the work of building a learning organization (while it may include professional development for staff) embraces a variety of activities beyond the usual scope of HR. Relying too much on HR staff to oversee strategic learning, or asking learning staff to take on too many HR responsibilities, is likely to backfire, as these staff members can easily get spread too thin.



The final convening and presentation of projects for the Hartford Foundation for Public Giving's Building Evaluation Capacity, class of 2017. *Photo Credit: The Bruner Foundation*

Connect learning staff to strategy development

Learning happens when people see a clear connection to results — that is, when they understand that learning will increase the impact we and our partners are able to make on priority issues. Therefore grantmakers should frame learning as an integral part of their mission, helping staff, nonprofits, community members and others understand that the organization's knowledge and learning can be as important as its money in delivering social returns.

Make sure learning staff are connected across the organization

An isolated learning staff cannot effectively promote organizationwide learning. Learning staff should be highly visible in the organization, working closely with program, communications and other staff members on a day-to-day basis.

Help all staff understand that learning is everyone's responsibility

Hiring a person who is nominally responsible for organizational learning should not let others off the hook for advancing their own learning. Make sure all staff and board members know that learning is everyone's responsibility and that the learning staff is there to support others to learn.

ADDITIONAL RESOURCES

Benchmarking Foundation Evaluation Practices by The Center for Effective Philanthropy and the Center for Evaluation Innovation
http://research.cep.org/benchmarking-foundation-evaluation-practices

Being the Change by FSG
https://www.fsg.org/publications/being-change

Building Capacity to Measure and Manage Performance by Bridgespan
https://www.bridgespan.org/insights/library/performance-measurement/building-capacity-to-measure-and-manage-performanc#.VtX-6fkrJp8

How Do You Measure Up? Finding Fit Between Foundations and Their Evaluation Functions by Julia Coffman and Tanya Beer
https://scholarworks.gvsu.edu/cgi/viewcontent.cgi?article=1325&context=tfr

Evaluation Principles and Practices: An Internal Working Paper by Fay Twersky and Karen Lindblom, The William and Flora Hewlett Foundation
https://hewlett.org/library/evaluation-principles-and-practices

Chief Learning Officer magazine,
https://www.chieflearningofficer.com

How do we connect learning and evaluation?

Evaluation is core to learning because it provides a path to unlocking knowledge and insights that can make our work more effective. When done right, evaluation helps us better understand what works; what types of support have the greatest impact; and what we can do to continue improving our grants, programs and partnerships.

The term *evaluation* can refer to many different activities, including data collection and analysis, information gathering, and research about grantmaker-supported efforts. GEO's emphasis is on evaluation that drives learning and delivers better results for nonprofit organizations and entire communities.

Evolving Views of Evaluation

Until relatively recently, many grantmakers tended to view evaluation as an accountability mechanism or a way to gauge the outcomes of a specific grant or initiative. But the truth is, we and our partners usually aren't able to make definitive judgments about cause and effect, largely because we often focus our grantmaking on complex problems that don't lend themselves to easy answers. Furthermore, many grants are simply too small and short term to allow grantmakers to attribute directly to our investments any results that nonprofits are achieving.

In addition, some grantmakers have viewed evaluation as something that only outside professionals do, an activity that takes place in its own sphere, largely beyond the scope of the grantmaker's day-to-day operations.

Looking through the lens of strategic learning, however, offers a different view of evaluation. Rather than an accountability exercise, it becomes a powerful tool for improvement. And rather than a function "outside" an organization, evaluation is a part of every staff and board member's job. It enhances the capacity of grantmakers and nonprofits — as well as governments and communities — to understand and solve problems more effectively.



GEO's 2018 National Conference.
Photo Credit: Carolina Kroon

Understanding evaluation in this way transforms it from a discrete, one-time function (i.e., assessing whether or not a specific initiative was a success) to a process that is happening all the time. It is also a process that involves many people working together to identify what's working and how to improve. Evaluation expert Michael Quinn Patton uses the term *developmental evaluation* to refer to a team-based process that engages evaluators, grantmakers and nonprofits in an ongoing, rather than one-time, assessment of the work being done. The goal is to use information and data collected in real time to inform decision-making and continuous improvement.[10]

Most recently, some evaluation practitioners, grantmakers and nonprofits are seeking to shift the evaluation paradigm to make evaluation a tool for and of equity. According to the Equitable Evaluation Initiative, this means thinking critically "about all aspects of the evaluative process — the questions we ask, the methods we use, the teams we assemble, and the ways we support the use of data and sense-making around findings."[11] For more on equitable evaluation, see "How Do We Make Sure Equity Is Core to Our Learning Work?" on page 33.

[10]Cited in Better Evaluation, "Developmental Evaluation. Accessed November 8, 2018. https://www.betterevaluation.org/en/plan/approach/developmental_evaluation.

[11]Luminare Group, Center for Evaluation Innovation, and Dorothy A. Johnson Center for Philanthropy, "Equitable Evaluation Project: Framing Paper," July 2017, 1. Available at https://drive.google.com/file/d/0BzIHFJSNsW5yY3dGaGNOMTdISEk/view.

Defining the Purpose of Evaluation

In the 2009 publication *Evaluation in Philanthropy*, GEO and the Council on Foundations described five emerging views of evaluation:[12]

1. **It's about improvement, not just proof.** Evaluation is not solely about tracking the results of past investments; it is also about learning how to do a better job of achieving the goals we share with nonprofits and other partners.

2. **It's about contribution, not attribution.** Evaluation is a way to learn about the range of factors that can affect progress on complex issues and to consider how a specific intervention may or may not contribute to change.

3. **It's about learning with others, not alone.** Board, executive and staff leaders embrace learning and embed it in their own work.

4. **It's about going beyond the individual grant.** Evaluation is a tool for improving foundationwide performance and for clarifying (and adjusting, if necessary) a grantmaker's mission, goals and objectives.

5. **It's about embracing failure.** Evaluation can help grantmakers learn from mistakes by capturing lessons about what happened and why, and how we and our partners can achieve more in the future.

Questions to Guide Evaluation Planning

As we think about evaluating our work, grantmakers can ask a set of foundational questions to guide our planning.

- **WHY:** What is the purpose of this evaluation? Who is its intended audience? What are its intended uses? What values shape our approach to evaluation?
- **WHAT:** What do we want to learn? How much and what types of information will we need to collect (and from whom) in order to fulfill the purpose of our evaluation? How will we apply this learning?
- **WHO:** How will we involve the appropriate stakeholders at all stages of the evaluation, from planning to implementation, meaning-making and action? With whom will we share findings, and how?
- **HOW:** Who will collect, analyze and make meaning of the necessary data? What is our capacity? What is the capacity of our nonprofit and community partners? How can we leverage existing resources, infrastructures and capacity to assist in evaluation?

[12]Grantmakers for Effective Organizations and Council on Foundations, "Evaluation in Philanthropy: Perspectives from the Field."

The Challenges of Evaluating Effectively

Many grantmakers agree that an increased focus on evaluation can help us tease out insights about our impact and how we and our partners can continue to do better. However, despite significant investments in evaluation in recent years, philanthropy continues to struggle to measure its work. Among the biggest challenges is that grantmakers are not always certain about where to start. Some foundations aren't clear or specific enough about what their goals are, and therefore how to evaluate what progress they are making. Staff and board members may be unsure what information they need to know to make better decisions, what it takes to build a culture that values and supports evaluation, and what systems and infrastructure they need to develop.

Adding to the challenge is the fact that evaluating effectively can require substantial time and investment. In 2016, The Center for Effective Philanthropy and the Center for Evaluation Innovation asked grantmakers about the challenges program staff face in using information collected during or resulting from evaluation work. Remarkably, 91 percent of respondents named program staff's time as a barrier. Other barriers mentioned by half or more of respondents were program staff's level of comfort in interpreting and using data (71 percent) and program staff's attitudes toward evaluation (50 percent).[13]

Grantmaker Story: The Pew Charitable Trusts

"Evaluation-driven learning" is a priority for The Pew Charitable Trusts, according to Lester Baxter, vice president of strategy with the public charity. With an in-house evaluation team of 3.5 full-time employees, every two years the organization conducts a thorough review of the evaluation priorities in each of its work areas. "The signal we want to send to programs is that evaluation is a routine part of how Pew goes about its work," Baxter said. "It is not a flag that your project is in trouble or a signal to dust off your resume. We evaluate work that is strong and work we know to be struggling." On the front end of an evaluation, the evaluation staff work closely with programs and outside evaluators to identify core questions and design the evaluation. While an evaluation is still in progress, the evaluators hold an interim briefing to explore what data and insights are rising to the top and to ask what additional evidence might be needed.

[13] Buteau and Coffman, "Benchmarking Foundation Evaluation Practices."

Grantmaker Story: John D. and Catherine T. MacArthur Foundation

The work of the MacArthur Foundation is organized around five "big bets" on issues from climate change to criminal justice, plus two "enduring commitments" to investing in the city of Chicago and in efforts to strengthen independent journalism and media. For each of these program areas, the foundation has a core team of program, evaluation, communications and grants management staff. The team works collaboratively with an evaluation and learning partner to develop an evaluation framework. In particular, members of the team work with an external evaluation consultant to further articulate their theory of change, identify progress indicators, establish baseline measures, and monitor progress made and lessons learned.

"Our goal is to bring a sense of rigor and objectivity to the work on a continuing basis," said Maurice Samuels, senior evaluation officer with the grantmaker. Given that the foundation's work addresses complex, multifaceted issues, Samuels said its evaluation efforts are focused on contribution rather than attribution. "We know we are not the only people working on these issues, and also that there are other forces at work to influence what happens, so our focus is on following a set of measures over time to stay on top of changes in the field," he said.

Action Steps:

Determine the right evaluation questions to ask (and consider who gets to define them)

Evaluating effectively starts with a thoughtful assessment of what exactly we need to know in order to improve our work. For example, rather than just asking nonprofits "What did you learn?" at the end of grant reports, we should consider what questions will help us and our partners identify areas for improvement. We should consider who has the opportunity to shape the questions being asked — evaluators and grantmaking boards/staffs alone, or nonprofits, community members and others? The story on The Colorado Health Foundation's evaluation and learning questions (page 31) offers some ideas for good evaluation questions.

Don't measure what you won't use

Good evaluation systems depend on clear and reliable indicators. But grantmakers should be careful not to overdo it when it comes to developing metrics to assess our performance and that of our nonprofit partners. As Lynn Taliento, Jonathan Law and Laura Callanan of McKinsey and Company wrote in the introduction to *Leap of Reason* by Mario Morino, co-founder of Venture Philanthropy Partners, this can be difficult for grantmakers: "Funders are notorious for requiring overly rigorous assessments. The result is a misallocation of resources and unnecessary headaches for the nonprofit. We've observed that the right level of rigor is the result of an open dialogue between nonprofits and their funders. By getting clarity on a program's strategic and assessment objectives, they can determine the level of rigor that's required."[14]

[14]Lynn Taliento, Jonathan Law and Laura Callanan, "Introduction," Leap of Reason: Managing to Outcomes in an Era of Scarcity, by Mario Morino (Washington, DC: Venture Philanthropy Partners, 2011), xix-xx. Available at https://leapofreason.org/get-the-books/leap-of-reason/get-leap-of-reason/.



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Photo Credit: Carolina Kroon

Identify the right strategies and systems to support evaluation

Successful evaluation is founded on strong systems for capturing and disseminating data and information. This means having the people, processes and technology in place to make evaluation an ongoing priority. Most organizations will at some point turn to technology tools to enable them to gather better data and information about their work. But in reality, the technology should follow a foundation's decision on what to measure and how. In addition, grantmakers should consider who the key audiences are for our evaluation results and how best to share findings with them. If the intent of evaluation and learning is to improve practice, we need to ensure that our evaluation findings reach people and organizations whose work can benefit from what we are learning. This often means engaging communications staff in crafting effective dissemination plans, as well as considering how to communicate effectively — and in culturally competent ways — with diverse audiences. For more on sharing our evaluation and learning results, see page 62.

Grantmaker Story: The Colorado Health Foundation

The Colorado Health Foundation asks a simple set of before-and-after questions, based on the work of Fourth Quadrant Partners, for evaluation and learning. The grantmaker's "before-action review" questions include these:

- What are our intended results?
- What will that look like?
- What challenges might we encounter?
- What have we learned from similar situations?
- What will make us successful this time?

The foundation subsequently asks a series of "after-action review" questions to help guide conversations about what it and its partners have learned:

- What were our intended results?
- What were our actual results?
- What caused these results?
- What will we sustain or improve?
- When is our next opportunity to test what we have learned?

Kelci Price, senior director of learning and evaluation with the foundation, shared, "At the core, the before- and after-action reviews allow you to say what was intended [and] what actually happened, examine why you got those results, and think about what you should do the same or differently next time."

ADDITIONAL RESOURCES

Four Essentials for Evaluation by Grantmakers for Effective Organizations
https://www.geofunders.org/resources/four-essentials-for-evaluation-681

Equitable Evaluation Project Framing Paper by Luminare Group, The Center for Evaluation Innovation and Dorothy A. Johnson Center for Philanthropy
https://www.equitableeval.org/ee-framework

Leap of Reason: Managing to Outcomes in an Era of Scarcity by Mario Morino
https://leapofreason.org/get-the-books/leap-of-reason/get-leap-of-reason/

Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use by Michael Quinn Patton

Developmental Evaluation by Better Evaluation
https://www.betterevaluation.org/en/plan/approach/developmental_evaluation

Evaluating Community Change: A Framework for Grantmakers by Grantmakers for Effective Organizations
https://www.geofunders.org/resources/evaluating-community-change-a-framework-for-grantmakers-728

Evaluation in Philanthropy: Perspectives from the Field by Grantmakers for Effective Organizations and Council on Foundations
https://www.geofunders.org/resources/evaluation-in-philanthropy-perspectives-from-the-field-689

The 4QP Emergent Learning Platform by Fourth Quadrant Partners
http://www.4qpartners.com/4qp-el-platform.html

Know your capacity — and nonprofits' too

The infrastructure and systems that grantmakers employ for evaluation will depend on the resources and capacity available to do this work. Capacity, in this case, can mean everything from staff time and in-house evaluation expertise to information technology systems and organizational budgets. Grantmakers should take steps to assess and strengthen organizational structures that support evaluation — including who is responsible for what, what skills are in place among the staff to support effective evaluation, and what outside support might be needed from consultants. In addition to conducting this analysis on our own organizations, we should support nonprofits to do the same so we can identify opportunities to leverage existing strengths as well as build new capacities. For more information on building capacity to support learning and evaluation, see page 53.

Build on what you already do and have learned

One of the main barriers to making evaluation a priority for many grantmakers and nonprofits is the perception that this is an add-on activity and will take too much time and money. In some cases, prioritizing evaluation and learning is a matter of figuring out how to apply what we have previously learned. Grantmakers should resist the temptation to add new layers of work or technology to what the staff and board are already used to and doing. By identifying systems and processes already in place and exploring how to enhance their role in advancing evaluation, grantmakers can build broader acceptance for this work while laying the groundwork for a stepped-up commitment to evaluation and learning among board and staff.

How do we make sure equity is core to our learning work?

Building on a long history of work by social justice groups, philanthropy is showing a burgeoning interest in equity, although grantmakers define their commitments to equity in many different ways. This shift reflects the understanding that grantmakers can achieve our vision for individuals and communities only to the extent that we address the historic, emerging, dynamic and collective forces at work to deny rights and opportunities to people of color and others most impacted by systems of power and oppression (for grantmakers, this frequently involves people of color and indigenous people, LGBT people, people with disabilities and women). It also reflects a recognition that grantmakers inherently work from a position of privilege, and that the dominant institutions and systems in our society were built to advantage some but not all. Using our position of privilege to address racial and other forms of inequity is the bedrock of effective grantmaking.

But what does an emphasis on equity mean for grantmakers' learning and evaluation activities and strategies? Many grantmakers across the United States are beginning to wrestle with this critical question.

Connecting Equity and Learning

Learning, by definition, is about gaining knowledge, from an array of sources, that can help us understand the world around us. When grantmakers keep turning to the "same old"

Grantmaker Story: W.K. Kellogg Foundation

Huilan Krenn, director of learning and impact with the W.K. Kellogg Foundation, says she gained a new appreciation of learning with a racial equity lens when she and her colleagues were working with Native American communities in New Mexico to define what it means for children to be successful. The foundation started the process by drafting several indicators to present to community members and nonprofits for discussion; they included standard measures of academic success, such as kindergarten readiness and third-grade reading scores. In dialogues with community members, however, the foundation staff heard that participants had a broader picture of success for young people that includes awareness and knowledge of cultural traditions and rituals, and mastery of indigenous language. "School success is necessary, but it is not sufficient when it comes to authentically defining children's success," she said. Based on the community inputs, the foundation subsequently broadened its frame for creating success.



Photo Credit: The Annie E. Casey Foundation

sources of knowledge and information, and the same ways of collecting information, we limit our ability to truly see what's happening in the communities we care about. We also close our eyes to the full range of solutions to the challenges we are working with our nonprofit partners to address.

Connecting learning and equity means thinking deeply about our past and current practices related to learning and evaluation, and about the extent to which our work is informed by — and more important, driven by — the viewpoints of communities and populations whose voices have been historically left out of philanthropy. Are we continuing to learn, make decisions and develop strategies behind closed doors and with blinders? And how much does our learning and evaluation work reinforce the imbalances of power in our society — for example, by making evaluation just one more thing that happens to communities rather than *with* and *for* them?

Strategies that are not directly informed and guided by the priorities and the challenges facing marginalized communities will be less effective than they could be because they don't fully reflect the knowledge and experience of those communities. This gap in understanding ultimately leads

to broken relationships, community disengagement, and ineffective or failed programs. In the face of this reality, some grantmakers are embracing new approaches to learning and evaluation aimed at increasing participation from those who

> *"Real engagement of communities means you have to slow down and take your time, but I am convinced it's going to lead to better overall results."*



Kimberly Spring
Director of Research and Evaluation, The Annie E. Casey Foundation

are most affected by the problems we are trying to solve, with a focus on communities of color. The goal of this work is to ensure that these communities are playing an active role in articulating and analyzing problems, and identifying solutions that will enable them to thrive.

Lesley Grady, senior vice president of the Community Foundation for Greater Atlanta, shared that the foundation recently embarked on a new strategic planning process that includes an explicit look at how to embed equity more deeply into its day-to-day work. The process is raising many questions about the grantmaker's learning and evaluation activity. "We're looking at how we engage residents and communities of color in ways that allow them to express their real needs and how they want us to engage them.

Grantmaker Story: The Annie E. Casey Foundation

For The Annie E. Casey Foundation, embracing equitable evaluation means thinking differently about how to make sure the grantmaker's research and evaluation activities reflect the interests and knowledge of communities where it invests. Recently, the grantmaker has been experimenting with new, more inclusive approaches to evaluation and learning in its work in East Baltimore, in a set of neighborhoods that have been a longtime focus for the foundation. The focus of this work is to partner with residents to ensure that reliable and relevant data are available and accessible to residents and other community stakeholders for community change efforts. Currently, the foundation is working with a group of resident advisers to identify community priorities, research questions and more. "One of the things that is both wonderful and tough about this work is that real engagement of communities means you have to slow down and take your time, but I am convinced it's going to lead to better overall results," said Kimberly Spring, director of research and evaluation with the foundation.

We're also looking at how we engage donors in our education work so they aren't just hearing from 'experts' but also from students and parents," she said. "For us, equity is about the experience you have with donors and communities, and whether you are surfacing the actual needs and perspectives of the community."

> *"For us, equity is about the experience you have with donors and communities, and whether you are surfacing the actual needs and perspectives of the community."*



Lesley Grady
Senior Vice President of Community, Community Foundation for Greater Atlanta

Other grantmakers echoed Grady's focus on listening to the voices of people and communities of color. "Equity really comes down to thinking about how you are learning, and being conscious of how every decision you make can both include and exclude people and communities," said Liz Ruedy, director of evaluation with Democracy Fund.

An Evolving Dialogue in Philanthropy

In GEO's recent conversations with members, questions about learning and equity have prompted very different responses from different interviewees. Some grantmakers are engaged in deep thinking and action on issues of equity, while others are just starting to take up the question.

When it comes to learning and equity, a small but growing number of foundations have embarked on determined efforts to bring an equity lens to their learning and evaluation work and to use evaluation as a tool for advancing equity. These grantmakers have been thinking about how their approach to evaluation would need to change in order to incorporate equity. They consider things like evaluation methods and approaches (What "counts" as data, evidence and rigor? Who interprets the data? Who shapes learning agendas and defines methodologies? Who defines success?), and assumptions about evaluator neutrality or objectivity. They often also focus on who is involved in their evaluation work by making sure that communities (versus experts and elites) have a voice and a say in the foundation's learning and evaluation activity and by trying to diversify the pool of consultants who conduct their evaluations.



GEO's 2018 National Conference
Photo Credit: Carolina Kroon

Evaluation and Equity in Philanthropy

GEO is partnering with the Equitable Evaluation Initiative[15] to advance thinking and practice among grantmakers on equitable evaluation. These conversations come at a time when the evaluation field is exploring its relationship to equity, as these examples illustrate:

- The American Evaluation Association (AEA) has given some purposeful attention to the topic through, for example, adopting a Cultural Competence Statement in 2013 and focusing its 2014 annual conference on the theme *Visionary Evaluation for a Sustainable, Equitable Future*. In 2018, the AEA updated its guiding principles for members, noting that "Evaluators strive to contribute to the common good and advancement of an equitable and just society."[16] This work involves making efforts to address evaluation's potential risks of exacerbating historical disadvantage or inequity, to promote equitable access to information, and to mitigate bias and power imbalances.

- There is a growing practice of evaluation approaches, such as participatory and empowerment evaluation, that explicitly account for the power imbalances and inequities that conventional evaluation approaches can reinforce.

- The increasing use of systems thinking in evaluation is helping evaluators understand how to identify and evaluate changes related to the systemic drivers of inequity.

- Fellowship and internship programs, such as the AEA's Graduate Education Diversity Internship Program[17] and The Annie E. Casey Foundation's Leaders in Equitable Evaluation and Diversity,[18] are aiming to increase the diversity of the evaluation field itself.

[15]Luminare Group, Center for Evaluation Innovation, and Dorothy A. Johnson Center for Philanthropy, "Equitable Evaluation Project: Framing Paper."

[16]American Evaluation Association, "American Evaluation Association Guiding Principles for Evaluators," August 2018, https://www.eval.org/p/cm/ld/fid=51.

[17]American Evaluation Association, "AEA Graduate Education Diversity Internship (GEDI)." Accessed November 8, 2018, https://www.eval.org/gedi.

[18]The Annie E. Casey Foundation, "Leaders in Equitable Evaluation and Diversity." Accessed November 8, 2018, https://www.aecf.org/work/research-and-policy/research-and-evaluation/leaders-in-equitable-evaluation-and-diversity-leead/.

> *"We want to know what it means to bring your full identity to this work, and how that relates to your definition of success."*



Chera Reid
Director of strategic learning, research and evaluation, The Kresge Foundation

Some grantmakers, such as The Annie E. Casey Foundation (see sidebar on page 35) and The Kresge Foundation, are working to embrace the principles of equitable evaluation. Chera Reid, The Kresge Foundation's director of learning, research and evaluation, said the grantmaker recently has applied these principles to several evaluation efforts, including an analysis of its support for food-oriented development in communities across the country. In addition to exploring how the initiative is yielding concrete results for participating communities (such as neighborhood revitalization), the evaluation of the initiative will include a determined effort to explore the experiences of the local residents leading the work. "We want to know what it means to bring your full identity to this work, and how that relates to your definition of success," Reid said.

Action Steps:

Apply a learning lens to your organization's practices and perspectives on equity, diversity and inclusion

In "Grantmaking with a Racial Equity Lens," GrantCraft and the Philanthropic Initiative for Racial Equity reminds the field that learning and evaluation can be used to explore the degree to which our grantmaking is a true reflection of our commitments to equity, diversity and inclusion. "Many grantmakers take time to analyze patterns in their own past and current grantmaking," the authors write.[19] They cite examples of grantmakers' assessing the racial makeup of nonprofit staffs and boards, as well as the number of nonprofits led by people of color. Grantmakers are exploring how many grants go to groups led by people of color that are engaged in advocacy versus services, and whether there are differences in the sizes of grants going to organizations led by people of color and white people. Other grantmakers are going even deeper in their analysis. They are considering how learning and evaluation can reveal not just outcome disparities but also structural and systemic drivers of inequity. These analyses should subsequently inform discussions among staffs and boards — and with nonprofits and community members — about changes we can make to bring more equity, diversity and inclusion to our grantmaking.

[19]Julie Quiroz-Martinez, Lori Villarosa, and Anne Mackinnon, "Grantmaking with a Racial Equity Lens." GrantCraft and Philanthropic Initiative for Racial Equity, 2007. Available at https://grantcraft.org/wp-content/uploads/sites/2/2018/12/equity.pdf.



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Photo Credit: Carolina Kroon

Take a hard look at *how* you learn

As noted above, real learning happens when we broaden our horizons and take in information and insights from a broader range of sources. Starting individually, we can apply an equity lens to where we get the information we rely on to do our work. Are we primarily relying on academic and "insider" information from thought leaders in our fields to inform our world view? Conversely, how much are we engaged in conversations, reading and other activities that highlight the perspectives and experiences of communities that are the focus of our organizations' work and investments? Similarly, we can work with staff and board members in our organizations to assess and inventory our collective learning sources, and to explore solutions for broadening how we learn, and with whom. What assumptions are we making about learning approaches and strategies? How does our learning reflect and operationalize our values and/or commitments around diversity, equity and inclusion? Consider how your learning not only reflects but can advance equity.

Consider the time and resources needed to learn with an equity lens — and fund them

Bridging learning and equity can require added investment and more time. To foster deep nonprofit and community participation, for example, grantmakers may need to build in time and resources for focus groups, community convenings, door-to-door surveys and other activities. Similarly, grantmakers often provide stipends and other payments to community representatives participating in and leading these kinds of activities. All of these activities rest on grantmakers'



Members of the Community Foundation's Spark Opportunity Giving Circle have made a multiyear financial commitment to increasing opportunity for residents of Thomasville Heights, a community in southeast Atlanta. Here they gather in Thomasville to meet with residents and community leaders. *Photo Credit: Community Foundation for Greater Atlanta*

developing stronger, more trusting relationships with nonprofits and community members over time. To counter the potential of grantmakers' learning and evaluation efforts to be extractive in nature, we need both to engage communities as active partners over the long term, and to make sure we are giving people something tangible in exchange for their time and participation, including monetary compensation as appropriate.

Think about how you talk about evaluation

Some grantmakers have observed that the language and jargon we often use when we talk about learning and evaluation can be off-putting for many communities. "Learning effectively means creating comfortable situations that encourage people to share and to be part of the conversation," said Donata Secondo, former manager of learning and strategy with Democracy Fund. "But all too often, I think we talk about evaluation in ways that drive people away, and we ask questions that put people off." Think about how you talk about learning and evaluation, both internally and with nonprofits and communities. Help community members see that evaluation, when done well, makes

it possible to see and address disparities. Consider ways to frame evaluation in terms that help others understand how it can help them, and all of us, achieve the progress we want.

Explicitly talk about equitable evaluation

The evaluation field is beginning to take a serious look at what it means to practice equitable evaluation. While a growing number of resources exist for grantmakers seeking to do the same, the field is still in the early stages of grappling with what equitable evaluation means and how to go about changing our evaluation orthodoxies to be more equitable. One way to start exploring equitable evaluation is to share some of these resources with our boards, staffs and nonprofit partners, and to initiate conversations about what equitable evaluation means for our work.

Evaluate your evaluators

Just as foundations are taking different approaches in their work on equity, so too are evaluators. Evaluators may have diverse teams, for example, but still fail to use culturally competent practices. Others may use culturally competent evaluation practices but pay little attention to evaluating the systemic drivers of inequities. Still others may examine systemic drivers but fail to include affected communities in defining the focus or the approach to evaluation, or in interpreting and making meaning of data. The field does not yet have a consistent understanding of common standards of practice around what equitable evaluation practice might look like. Some grantmakers are responding to this gap by working with evaluators to understand and act on the principles of equitable evaluation. Talk to your evaluation partners about how they are thinking about equity — and if they are not, consider supporting their learning and networking on this topic or expanding your list to include other evaluators who view their work through an equity lens.

ADDITIONAL RESOURCES

Equitable Evaluation Initiative
https://www.equitableeval.org

What's Race Got to Do With It? Equity and Philanthropic Evaluation Practice
by Jara Dean-Coffey
https://journals.sagepub.com/doi/10.1177/1098214018778533

Participatory Evaluation
by Better Evaluation
https://www.betterevaluation.org/en/plan/approach/participatory_evaluation

Center for Culturally Responsive Evaluation and Assessment
https://crea.education.illinois.edu

Grantmaking with a Racial Equity Lens
by GrantCraft and the Philanthropic Initiative for Racial Equity
http://www.grantcraft.org/assets/content/resources/equity.pdf

Part Two

Collaborating For Learning

> Some grantmakers may view learning and evaluation as activities they undertake solely inside the walls of their organizations. The focus in these instances is on internal improvement — getting strategies right; ensuring that grants and grant programs are on track to achieve goals; or making sure the board and staff are informed and up-to-date on the latest developments in grant areas, the latest innovations in philanthropy, or the latest news relevant to the communities and the issues at the heart of the mission.

But doing all of this work in isolation keeps our organizations and our people from tapping the real power of strategic learning. When we stay in our offices and boardrooms, we are missing out on crucial information from others, including community members who can share their perspectives and insights about how they are experiencing urgent issues and problems. And when we hold onto the knowledge we are gaining through our learning activities and don't share it with the outside world, we are depriving nonprofits, philanthropic colleagues and other partners of information and insights that could be useful to them as they work to advance their missions.



As noted on page 16, core components of foundations that learn include a commitment to learning partnerships. True learning organizations are open to others' ideas and create opportunities for partners and stakeholders to share their insights and perspectives. These organizations also create systems and structures for sharing what we are learning in the course of our daily work. More and more grantmakers are recognizing the value of collaborating with others in their evaluation and learning activities. Further insight for collaborating on learning and evaluation can be found in GEO's publication *Learning Together: Actionable Approaches for Grantmakers*.

Collaborating for learning means bringing a network mindset to an organization's evaluation and learning activities. It means creating a place at the table for nonprofits, community members and others when our organizations are developing or reviewing program strategies. It means making the necessary investments to strengthen the capacity of our nonprofit and community partners to learn. Last but not least, it means creating an expectation that program staff members will engage in open relationships with nonprofits, communities and other partners to support and enhance learning.

Partnerships can advance a grantmaker's learning and evaluation work while at the same time potentially reducing the costs of these activities as we and our partners work together to develop more efficient systems for gathering and sharing data, information and insights. This section answers three basic questions:

How do we learn with others?

How do we strengthen the capacity of nonprofit partners and communities to learn?

How do we share what we are learning?

How do we learn with others?

Learning with others increases the likelihood that we are gaining the knowledge we need to be effective. It also makes it easier to ensure that we are learning in a way that drives improvement. With more people, more organizations and more sectors at the table learning together, information and insights can be applied more quickly and in more places to improve outcomes on the ground.

Who Are Our Learning Partners?

Grantmakers' learning partners can include nonprofits, fellow funders, community members, community leaders, government and private-sector partners, evaluators, consultants, and others who are interested in solving the same problems. Learning partners can vary depending on what we want to learn together and why. Through shared learning activities — for example, developing shared analysis or understanding of issues, collectively and collaboratively designing learning agendas, identifying learning goals, and making meaning of data and information — grantmakers can improve our own performance and impact as well as the performance and impact of our partners.

Learning with Nonprofits. Nonprofits are the most critical learning partner for grantmakers. Rather than imposing our own learning agendas on the nonprofits we support, our goal should be to understand and value nonprofit perspectives on how to leverage the power of learning. What do nonprofits need to know in order to strengthen their work? How are they learning from failure? What do they and their partners already have, and what do they need (e.g., more resources, training, technical assistance), in order to build their capacity to evaluate their work in ways that can contribute to learning and improved performance? How will nonprofits and other partners use evaluation findings to support planning and decision-making?

Learning with Other Grantmakers. Other grantmakers are another great source of learning, particularly when it comes to grantmaking strategies and practices that can help us be more effective. By learning with other funders, we develop a shared sense of how to work together to take on shared priorities. Key questions to cover with other grantmakers include these: What gaps in knowledge exist in the field? What are other funders learning from their grantmaking? How are they learning? How are evaluation and other learning practices set up to inform their work and the work of their nonprofit partners? What areas of overlap or possible learning collaboration are there among different funders?

Grantmaker Story: Sisters of Charity Foundation of Cleveland

When the Sisters of Charity Foundation of Cleveland was thinking recently about how to bolster its support for efforts to improve health in the city's Central neighborhood, it launched an asset-mapping initiative that engaged local residents. During convenings in the neighborhood, residents had an opportunity to offer guidance on strategies for and indicators of community health. Two residents also served on the steering committee for the design of the initiative. "We want to find new ways to authentically include resident voices as we think about our work, and this enabled us to approach the conversation differently," said Christine Mitton, director of knowledge and learning with the grantmaker.



The Sisters of Charity Foundation of Cleveland supports early childhood success and resident leadership through the Cleveland Central Promise Neighborhood.
Photo Credit: Sisters of Charity Foundation of Cleveland

Learning with Communities. Grantmakers have a responsibility to learn with and from the communities where we do our work. Often, however, issues of power come into play as grantmakers set out to learn with communities. Communities have experienced grantmakers as driving the agenda and extracting information for only our own use. As a result, we should approach our learning work in communities with an eye to genuine partnership and longer-term engagement. Community members should be in the driver's seat in identifying key learning questions, and we should be sure to share data, information and insights in ways that support communities to take ownership of learning and to act on it.

Roles and Strategies for Learning Together

Grantmakers can play a number of roles in collaborative learning activities, and those roles, including the following, can overlap as the work unfolds:

- **Convener:** organizing meetings and events where collaborative learning happens
- **Facilitator:** determining how collaborative learning activities are resourced and run
- **Capacity builder:** providing funds and other support to boost the ability of nonprofits and community partners to collect, analyze and share information
- **Participant:** bringing questions and interests to the table during collective learning activities
- **Funder:** providing funds and nonmonetary support for collaborative learning activities carried out by nonprofits and partners

Similarly, grantmakers have an array of strategies and tactics available for evaluating and learning alongside nonprofits and others in the course of our work. Some grantmakers use surveys and focus groups to find out what important stakeholders are thinking, while others create "learning circles" that include nonprofit and community representatives as well as other grantmakers. Engaging partners and stakeholders in these and other ways on an ongoing basis can enhance impact through more open, honest conversations with nonprofits and communities about their progress, challenges and needs, while also providing a source of regular input and feedback to inform our organizations' planning and decisions.

One way to think about how grantmakers can participate in and foster collaborative learning is to consider the value of learning communities in advancing shared understanding and collective action among diverse participants. A *learning community* is a group of people who share a common concern or question and want to deepen their understanding of possible approaches and solutions. Though known by other names, such as *communities of practice* or *learning networks*, these groups all focus on enabling participants to exchange knowledge, acquire new skills and change practice through their participation and their relationships with others in the group.

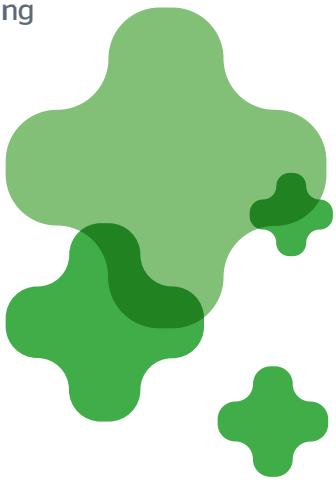
Grantmaker Story: Wells Fargo Regional Foundation

The Wells Fargo Regional Foundation works closely with nonprofit organizations in 50 communities in Delaware, New Jersey and eastern Pennsylvania to develop and implement plans for long-term neighborhood revitalization. In each community, the foundation supports a lead nonprofit partner to design and conduct outreach activities, including rigorous resident surveys, stakeholder interviews and community meetings, aimed at identifying community priorities that will inform their planning. The foundation provides training, coaching and other support to strengthen the nonprofits' capacity for conducting the survey work in a systematic way so that it can also serve as a baseline for assessing long-term impact. For nonprofits that are selected for implementation grants, the foundation provides additional support to develop and implement evaluation plans. In other work to promote shared learning, the Wells Fargo Regional Foundation organizes an annual conference of its nonprofit partners to explore cross-cutting topics facing their communities. "This is about building the capacity of these communities to have good, solid data and to understand and use it to drive their revitalization strategies," said Lois Greco, senior vice president of evaluation.

Learning communities are defined by three primary characteristics:

- Participants learn *in action* while grappling with real-life questions; their participation complements their day-to-day work and responsibilities.
- Participants learn *together*, generating collective wisdom as a group, thanks to peer exchange and based on the assumption that peers have something valuable to offer each other.
- Participants learn *on an ongoing basis and over time*, taking part for as long as they see value in participating.

As grantmakers, our organizations can be participants, organizers and/or supporters of learning communities that also include community members, nonprofit representatives, foundation colleagues and others. Regardless of the composition of the group, successful learning communities are the result of intentional design and investment to ensure that all participants are benefiting and that the experience is pointing the way to progress on the issues that brought everyone together. More information is found in GEO's *Learn and Let Learn* (see Additional Resources, page 51).





More than 400 grantee, community and family leaders gathered at Marguerite Casey Foundation's National Convening in the Washington, D.C. area to celebrate their work, their communities, and their power.
Photo Credit: Marguerite Casey Foundation

Collaboration in Evaluation Design

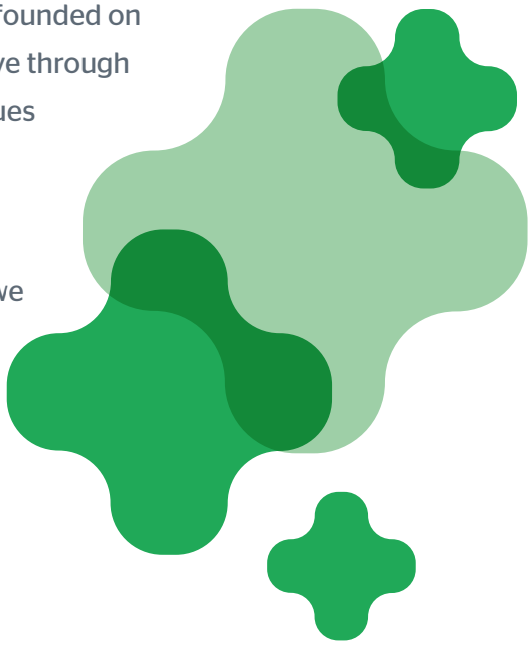
A great place to start when setting out to learn alongside nonprofits and others is with evaluation design. Instead of answering the "what" and "why" questions (see page 28) about evaluation on our own, many grantmakers are engaging partners in up-front conversations and dialogue about the intended purpose of an evaluation so there is shared buy-in from the start.

Developing indicators and metrics should not be a closed-door exercise. Given that grantmakers are working in common cause with nonprofits, other funders and partners, it only makes sense to engage others in identifying indicators of progress toward shared goals. This means working alongside nonprofits and communities to identify useful evaluation measures as we all seek to learn from ongoing work. It also means providing nonprofits with better and more tailored support to do evaluation well (see page 53). By embracing participatory evaluation and building learning communities that involve staff, nonprofits and community members, grantmakers help ensure that evaluation meets the needs of everyone.

There's another good reason for engaging nonprofits and others in evaluation design. Attributing direct social impact to one grant or one program area is virtually impossible in most of the issue areas in which grantmakers work. By collaborating with others to identify and track indicators and outcomes, grantmakers can add up all the different factors that might or might not be influencing our ability to get the results we want. This analysis, in turn, can help advance learning among a broader group of partners about what's working and what's not.

Values and Principles for Collaborative Learning

Learning with others increases the likelihood that our strategies are founded on a genuine, real-world understanding of the problems we want to solve through our grantmaking, as well as the best possible solutions. Four key values and principles contribute to the success of collaborative learning for grantmakers:



Shared control and accountability. When we learn together, we decide together about the practices, questions and principles that guide our work. For example, we work collectively to establish the guiding questions and evaluation processes rather than delivering them in a top-down approach. We enable our learning partners to hold us and each other accountable to answering the questions we set out to answer.

Openness and flexibility. All good partnerships require some give-and-take between partners. As grantmakers, we must set the tone of being open to multiple perspectives and make a commitment to being flexible if our learning partners decide to go in an unanticipated direction. These practices ensure that shared learning is useful to everyone involved.

Partnership. Shared learning works best when there is authentic partnership. This means actively engaging all participants and making sure no single individual or organization has the sole power to drive the agenda or identify takeaways. This partnership generally is not about one participant's or convener's gaining input from others; the goal is to make space for shared reflection and decision-making.

Inclusivity. We do not need to limit our shared learning partnerships to those with grantees or co-funders. When we open these partnerships up to engage other individuals, organizations, partners or community members, we tap into greater expertise and insights on how to approach the work.

Action Steps:

Prioritize it

Learning together cannot be a priority for foundation evaluation or program staff alone; everyone, including trustees and the CEO, needs to understand the importance of learning together and how it contributes to better outcomes for our organizations, our nonprofit partners, other partners and people in the communities we serve. It is only when collaborative learning becomes a part of the culture and day-to-day practice of a foundation, and when it is integrated from the beginning of a program or initiative, that staff give it the time and space it requires.

Allocate the necessary resources

As noted above, real learning happens when we broaden our horizons and take in information and insights from a broader range of sources. Starting individually, we can apply an equity lens to where we get the information we rely on to do our work. Are we primarily relying on academic and "insider" information from thought leaders in our fields to inform our world view? Conversely, how much are we engaged in conversations, reading and other activities that highlight the perspectives and experiences of communities that are the focus of our organizations' work and investments? Similarly, we can work with staff and board members in our organizations to assess and inventory our collective learning sources, and to explore solutions for broadening how we learn, and with whom. What assumptions are we making about learning approaches and strategies? How does our learning reflect and operationalize our values and/or commitments around diversity, equity and inclusion? Consider how your learning not only reflects but can advance equity.

ADDITIONAL RESOURCES

Learning Together by Grantmakers for Effective Organizations
https://www.geofunders.org/resources/learning-together-actionable-approaches-for-grantmakers-682

Achieving Greater Impact by Starting with Learning by Taylor Newberry Consulting
http://comm.eval.org/viewdocument/achieving-greater-impact-by-startin

Learn and Let Learn by Grantmakers for Effective Organizations
https://www.geofunders.org/resources/738

Facilitating Intentional Group Learning by FSG
https://www.fsg.org/tools-and-resources/facilitating-intentional-group-learning



GEO's 2018 National Conference
Photo Credit: Carolina Kroon

Build trust and relationships

Collaborative learning requires a different level of trust and a new kind of relationship with nonprofits, communities and other partners, as well as with those in our own organizations. Learning together effectively requires open dialogue and candor among partners so they can explore issues together, admit what they do and do not know, air disagreements as well as agreements, and be honest about what is working and what is not. Strengthening relationships so they support this kind of candor and trust can take time. The process starts with reaching out to nonprofits, community members and other partners to explore shared learning goals; creating time and space for open dialogue; and ensuring that people understand from the get-go that they can share their knowledge and perspectives without being penalized in some way.

How do we strengthen the capacity of nonprofit partners and communities to learn?



For shared learning to succeed, grantmakers need to ensure that our nonprofit partners have the tools, resources, systems, skills and human capital needed to formulate and answer shared learning questions. We must prioritize these assets in our partners in the same way that we prioritize them within our own organizations. Research shows that nonprofits want more support from grantmakers to bolster their learning efforts. For example, in a recent study produced jointly by The Center for Evaluation Innovation and The Center for Effective Philanthropy, more than two-thirds of foundation staff said their organizations invest too little in improving nonprofit capacity for data collection and evaluation.[20]

So how can we recognize the learning already happening in nonprofit organizations and put these organizations in an even better position to learn from their work? One strategy is to help them incorporate evaluation and evaluative thinking into their basic organizational DNA. This kind of capacity building can help organizations continuously ask fruitful questions; collect, store and analyze relevant data; and develop the staffing, processes and culture that foster the routine use of data and learning to inform decisions. In addition to funding specific learning capacities such as staffing and data systems, grantmakers can offer continued support to keep evaluative capacity alive.

Some grantmakers have been ahead of the curve with their investments in this area. The Bruner Foundation, for example, has been supporting and studying evaluation capacity building for nearly 20 years. Its Rochester Effectiveness Partnership, which ran from 1996 through 2003, provided intensive, hands-on training and coaching about how to plan for, conduct and meaningfully use program evaluation. After this initiative ended, the foundation continued to develop evaluation materials with its longtime consultant and partner, Anita Baker. Baker and the foundation have

[20] Buteau and Coffman, "Benchmarking Foundation Evaluation Practices."



GEO's 2018 National Conference
Photo Credit: Carolina Kroon

made these materials freely available to grantmakers and nonprofits on their websites, and passed them along to the Hartford Foundation for Public Giving so availability would continue.

Baker said the grantmaker views evaluation capacity as "the ability to *do* evaluation." She pointed out that the Bruner Foundation's capacity-building support is aimed at strengthening nonprofits' ability to do five things: ask the right questions, determine the data they need to answer those questions, collect data using appropriate strategies, analyze collected data and summarize findings, and use and share those findings.

Six Principles for Building Learning Capacity

Grantmakers can apply the following principles to partnering with nonprofits for stronger learning and evaluative capacity.

1 **Know yourself.** Grantmakers with experience investing in nonprofit capacity for learning say that success in this work starts with developing a better understanding of our own learning goals and capacities. To be a knowledgeable partner and resource for nonprofits, we need to make sure we have a learning and continuous improvement ethos (see Part One, "Building a Learning Organization"). In addition, when funders are clear about what we want to know and how we will use that information, we can be more streamlined in our work with nonprofits and avoid burdening them with requests for unnecessary data.

2 **Ensure nonprofit ownership.** For capacity-building efforts to be effective, nonprofits need to own the process. Nonprofits likely understand the benefits of learning and the value of devoting time and energy to this work, but they may face barriers that grantmakers can help remove. Asking our nonprofit partners about their strengths and challenges in this area is a good first step. Making sure that nonprofits can learn what they need to know for their own programs and at their own stage of development — rather than simply responding to grantmaker reporting requirements — is essential.

3 **Consider a combination of group learning and individualized support.** Some grantmakers combine group-based evaluation capacity building with one-on-one training and technical support for nonprofits. There are distinct advantages of both group learning and individualized support. Bringing nonprofits together to develop and implement evaluation plans, and to reflect on lessons that emerge, can be powerful. These convenings not only create a space for peer-to-peer learning but also foster a sense of community among nonprofits and encourage collaboration, which can be particularly valuable for organizations working in the same geographic or issue area.

Continued on page 56

Continued from page 55

4

Invest in organization-level change. Although developing the knowledge and skills of staff members at nonprofit organizations is important, staff won't stay in their jobs forever. Recognizing this fact, some grantmakers and nonprofits look for ways to build capacity at the organizational (rather than individual) level. This strategy may involve developing new data systems, cleaning up or upgrading an existing system, or trying to institutionalize the strategic use of data and evaluation in management and programmatic decision-making.

5

Start small and manage expectations. Developing capacity to use and benefit from evaluation can be a daunting undertaking, both for nonprofit organizations and for grantmakers. Funders who are newer to this work are advised to start small — by selecting a nonprofit with whom you have a strong relationship, trying out an approach, requesting feedback and learning from the experience. In addition, we need to be realistic about what a capacity-building effort can achieve. Progress may be incremental, especially considering the stresses and competing priorities facing nonprofit leaders today. The key is to provide nonprofits with support while remembering that their staffs are often stretched.

Like grantmakers, nonprofits can build on learning capacity they already have in place. How are they currently sharing data with the community, or with board members or funders? How are they tracking the results of various programs? Grantmakers can help nonprofits strengthen these functions to support learning. Setting modest, achievable goals for improvements to evaluation capacity can increase the odds of a "win," which funders and nonprofits can then build on.

6

Think long term. Evaluation capacity building works best when it happens over an extended time frame, within the context of a trusting, long-term relationship. The typical one-year grantmaking cycle is not sufficient for this type of work.

As part of this long-term vision for strengthening learning, grantmakers and nonprofits will likely have to wrestle with fieldwide issues that impact nonprofits' ability to use evaluation effectively. One of these issues is a lack of access to the data needed to track long-term outcomes. Information about educational outcomes or employment, for example, would be extremely useful for many organizations, but it can be very hard to obtain in many communities. Another challenge stems from the varied reporting requirements of different funders (both public and private). Grantmakers who invest in this work for the long haul may be able to advocate for better collaboration across institutions and systems, which can help address thorny fieldwide issues.

Building evaluation capacity provides nonprofits with tools they can use for years to come. By taking stock of our own goals and capacity; by identifying the questions and data that matter most to nonprofits and communities; by providing high-quality training and investing in new systems and processes; and by engaging in long-term, trusting partnerships, we can significantly enhance nonprofits' capacity to learn — which enhances our ability to learn as well, and makes for more effective and more resilient organizations.

Data Check: Nonprofits and Evaluation

- According to Innovation Network, 92 percent of nonprofits evaluate. Further, 93 percent of nonprofits say reporting to funders is a primary purpose of evaluation, along with reporting to their board (94 percent) and planning/revising programs (91 percent).[21]

- Nonprofits agree that funders do not cover the cost of evaluation. The Nonprofit Finance Fund reported that 89 percent of nonprofits were asked to provide evaluation data to at least some of their funders, but 68 percent said their funders never or rarely cover the costs associated with measuring program outputs or outcomes.[22]

[21]Johanna Morariu, Veena Pankaj, Kat Athanasiades, and Deborah Grodzicki, "State of Evaluation 2016: Evaluation Practice and Capacity in the Nonprofit Sector." Innovation Network, a2016. Available at https://www.innonet.org/media/2016-State_of_Evaluation.pdf.

[22]Nonprofit Finance Fund, "State of the Nonprofit Sector: 2015 Survey." 2015. Available at https://nff.org/sites/default/files/nff/docs/2015-survey-brochure.pdf.

Grantmaker Story: Community Foundation for Greater Atlanta

The Community Foundation for Greater Atlanta recently created a "community intelligence team" to help ensure that the foundation and its partners are using learning and data to drive strategy. As part of the team's work, it recently organized a series of hands-on learning opportunities for a group of donors interested in how to close the opportunity gap for residents of the Thomasville Heights neighborhood. After participating in meetings with residents and community leaders, as well as visiting with children in the neighborhood schools, donors are using what they've learned to guide their investments in the neighborhood. "It's been a powerful learning experience in showing how you can be a catalyst and a partner for a community in our region where there is desperate need," said Lesley Grady, senior vice president at the foundation. She added that the foundation is exploring opportunities for supporting other giving circles in similar ways.



Community Foundation for Greater Atlanta donors and staff learning about equity and opportunity in the region.
Photo Credit: Community Foundation for Greater Atlanta

Engaging Communities in Learning

Building capacity for learning and evaluation shouldn't stop with foundations and nonprofits; residents and communities are also key stakeholders. In its 2013 publication *Building Community Capacity for Participation in Evaluation*, GEO encouraged grantmakers to adopt the following strategies for bringing community members into evaluation and learning activities:[23]

- **Create value for community residents.** Find out what community members need to know, be clear on how you will use data and remain flexible.
- **Illuminate, don't intimidate.** Use evaluators with facilitation skills and cultural competency, and prepare residents to participate in evaluation activities.

[23] "Grantmakers for Effective Organizations, Building Community Capacity for Participation in Evaluation: Why It Matters and What Works," 2013. Available at https://www.geofunders.org/resources/692.

- **Tailor technical assistance and training.** Assess the readiness of community members, build their knowledge of evaluation and be realistic about the "dosage" of learning activities.
- **Support community capacity for learning.** Design tools with community learning and planning in mind, establish a community liaison, and loop back about findings.
- **Model transparency, accountability and consistency.** Take time to develop trust and openness, acknowledge power dynamics, be clear about your purpose, and communicate early and often.



The Community Foundation for Greater Atlanta invited local nonprofits to participate in Catchafire, an online skills-based platform for short-term, virtual, skills-based volunteer projects.
Photo Credit: Community Foundation for Greater Atlanta

Action Steps:

Start the conversation

Grantmakers can send a signal to nonprofits about the importance of learning and evaluation, and about their commitment to supporting this work, simply by initiating conversations with nonprofit leaders and staff. Nonprofits are unlikely to tell a grantmaker, "Hey, we don't have the ability to provide the data you just requested." In most cases, grantmakers will have to start a dialogue with nonprofits about their existing evaluation and learning capacity and the kinds of support they would find helpful. Approaching these conversations with a spirit of genuine interest, openness and candor is important. Here are some questions grantmakers might consider asking:

- How do you define success? What does that look and feel like for your organization? Whose perspective(s) does this definition reflect? What information do you need in order to know if you're on track to reach those goals?
- What have you learned from evaluative efforts to date? What was most useful? Why and how did you use it? What do you hope to learn through new evaluative efforts? What are the kinds of questions you want answers to, and if you had those answers, how would they inform your work?
- How do you seek feedback and input from nonprofits and community members you work with?
- What data do you currently collect and how? How do you use the data you collect? What kinds of data do other funders request?
- What are the biggest challenges you face around collecting and using data? What are your biggest strengths in this area, and how have you used them?
- Who on your staff "owns" evaluative activities? What are those activities?
- What kinds of support do you need (funding, consultants, training, etc.) to go the next step in your organization's evaluative work?

Focus on systems, skills and culture

Grantmakers are not the only ones who have to think about culture change as we work toward building learning organizations. Nonprofits do too. Nonprofit leaders may want coaching and consulting support to implement the changes needed to help turn their organizations into learning organizations, in addition to the support required to bolster staffing and systems.

Fund it

Supporting nonprofits' capacity to learn from their work isn't just about helping them pay for fancy new data systems. Nor is it only about training nonprofit leaders and staff in effective evaluation and learning practices. It's about all of these things, and more. Without funding for these and other activities, nonprofits cannot make learning a priority and thus cannot embed it into their core organizational functions. Consider providing general operating support as well as dedicated support that will go directly to strengthening nonprofits' capacity to learn. Nonprofits can then use this support as they see fit to address their most urgent learning and evaluation needs.

Don't make learning an added burden; make it mission critical

Grantmakers have a long and tumultuous history when it comes to nonprofits' learning and evaluation activities. Traditionally, we have asked for data and information without offering funding to generate it. As you set out to support nonprofits' capacity to learn from their work, try not to make it just one more requirement we are placing on these organizations. Rather, support their own learning and evaluation goals, and make sure that when you are asking for information and insights about their results, you are thinking about (and paying for) the time, staffing and other costs it takes to generate this information.

ADDITIONAL RESOURCES

Building Community Capacity for Participation in Evaluation by Grantmakers for Effective Organizations
https://www.geofunders.org/resources/692

Bruner Foundation Effectiveness Initiatives
http://www.evaluativethinking.org

Open For Good: Knowledge Sharing to Strengthen Grantmaking by GrantCraft
https://foundationcenter.org/openforgood

State of Evaluation 2016
by Innovation Network
https://www.innonet.org/media/2016-State_of_Evaluation.pdf

Listen4Good by Fund for Shared Insight
https://www.fundforsharedinsight.org/listen4good

Learn and Let Learn by Grantmakers for Effective Organizations
https://www.geofunders.org/resources/learn-and-let-learn-738

Collaborative Evaluation Approaches: A How-To Guide for Grantmakers by Andrew Taylor and Ben Liadsky
https://www.issuelab.org/resource/collaborative-evaluation-approaches-a-how-to-guide-for-grantmakers.html

Smarter Grantmaking Playbook: How Can We Help Our Grantees Strengthen Their Capacity for Evaluation? by Grantmakers for Effective Organizations
https://www.geofunders.org/resources/649

Grantmaker Story: Marguerite Casey Foundation

Storytelling has been a staple of the communications and learning work of the Marguerite Casey Foundation since 2001. The foundation created *Equal Voice News*, a digital storytelling platform and magazine, which provides in-depth coverage of issues affecting low-income workers and families across the country. The communications team is staffed by veteran journalists who combine video, photo essays and print pieces to reveal the challenges facing low-income communities while shining a spotlight on solutions. "There is a deep belief in this organization in the power of storytelling and learning from families," said Paul Nyhan, a former *Seattle Post-Intelligencer* reporter and the storytelling and partnership manager with the foundation. Given the ongoing consolidation in the media industry, he pointed out that mainstream media organizations are increasingly ignoring local stories and urgent community issues. "We want to make sure these stories are part of the conversation," Nyhan said.



More than 400 grantee, community and family leaders gathered at Marguerite Casey Foundation's National Convening in the Washington, D.C. area to celebrate their work, their communities, and their power. *Photo Credit: Marguerite Casey Foundation*

How do we share what we are learning?

As noted on page 9, GEO's research indicates that the majority of foundations continue to view internal audiences as the primary consumers of their evaluation and learning findings. But as partners and collaborators in broader networks and social movements, we should share what we're doing and learning as our work proceeds.

Grantmakers tend to share information about our work with an eye to accountability, transparency and, yes, public relations. Indeed, GEO's interviews with members regularly revealed that a major challenge to public sharing of relevant, actionable information about grantmakers' work is a sensitivity about how our organizations and our partners are portrayed. Grantmakers do not want to share information that might embarrass nonprofits or ourselves.

As tax-advantaged organizations, grantmakers tend to view the sharing of information as a way to demonstrate our commitment to fulfilling our "public-purpose" role in society. We want to show (via our annual reports, websites and other communications channels) that we are making smart and strategic investments, and that we and our partners are getting good results. These motives often lead us to communicate and share knowledge and information in a way that puts our organizations in the best possible light.

But if we want to advance learning for our organizations, our partners and entire fields, grantmakers need to embrace a different view of what it means to share knowledge and information. Instead of sharing in ways that make us look good, we should be sharing in ways that support and strengthen our organizations and others to be more effective — for example, by helping to shine a light on what works and what doesn't as we and our partners undertake our work.

In its 2018 publication *Open for Good: Knowledge Sharing to Strengthen Grantmaking*, GrantCraft notes that sharing is key to grantmaker effectiveness: "Though the typical intent of knowledge sharing is to help others, what is often overlooked is that sharing knowledge beyond a foundation's walls also can advance the effectiveness and impact within those walls. It can deepen internal reflection and learning, lead to new connections and ideas, and promote organizational credibility and influence."[24]

Most learning-oriented foundations, according to researchers at Chapin Hall at the University of Chicago, "make an investment in producing usable knowledge for the philanthropic field." Their leaders are "willing to work with other funders, practitioners and researchers to pursue common questions, pool resources, test shared hypotheses and find demonstrable answers."[25]

What True Sharing Looks Like

At a very basic level, sharing what we are learning means making evaluation results available to nonprofits, communities and other audiences. Beyond the basic level of uploading website posts, however, we need to make such information available in a format that is usable and meaningful to our stakeholders — which in turn requires considering how to communicate effectively, and in culturally competent ways, with diverse audiences. When we frame information in these ways, we combat the "extractive" nature of evaluation, through which grantmakers often demand information and data from nonprofits and communities without giving anything back.

[24] Clare Nolan, "Open for Good: Knowledge Sharing to Strengthen Grantmaking." GrantCraft, 2018. Available at http://www.grantcraft.org/assets/content/resources/OFG_GUIDE-FINAL.pdf.

[25] Hamilton et al., "Learning for Community Change."

Sharing learning in a strategic way also means providing opportunities for staff, board members, nonprofits, communities and others to analyze data and information in order to develop a collective understanding of what it means for the work they are doing. Such analysis can happen in a variety of venues, such as informal conversations about evaluation findings, regular learning-focused meetings or ongoing peer learning circles. Grantmakers also are looking to share information with their boards and staff in ways that prompt meaningful reflection (versus just emailing everyone a PowerPoint or long report).

These types of practices help cultivate more open, honest conversations with nonprofits and communities about our progress, challenges and needs. Engaging with stakeholders in ongoing learning can broaden our understanding of the issues we are facing and how we can address them together.

Connecting Learning and Communications

Learning and evaluation staff increasingly are working with communications staff to develop better strategies for sharing learning in meaningful ways. Grantmakers also are wrestling with how best to translate learning effectively to move practice. Simply putting out a report is not enough. Grantmakers should heed and apply the principles of effective communication strategy and knowledge transfer to help make sure that key audiences are able to act on the information we share. One such principle is breaking content into manageable "bites" and arranging them logically for the end user. Others include telling stories as a way to more effectively engage our audiences, and working with users to make meaning of findings rather than just presenting them with conclusions in a final document.

Grantmakers also should avoid the tendency to point out predictable and even cliché lessons as takeaways from our work, such as paeans to the "power of collaboration." "Philanthropy has a bad habit of sharing repeated truisms instead of helping others see a better way forward," said Tanya Beer of the Center for Evaluation Innovation. She said that the next frontier for strategic learning in philanthropy is how to think more robustly and substantively about sharing.

Last but not least, grantmakers need to be comfortable sharing failures (see page 75), or at least sharing what we've learned from investments and initiatives that did not live up to our initial hopes.



GEO's 2018 National Conference
Photo Credit: Carolina Kroon

Action Steps:

Assess how and why you share learning now

Sharing learning in a way that drives improvement requires grantmakers to think about our current approaches to sharing. What information and evaluation results do we share now? In what ways? With what audiences? Are we paying attention to what different audiences might need to know, and how best to communicate with them? What is our goal for sharing what we share? Are we doing it to advance learning, or solely because we want to show that we are doing good work and getting positive results? How do partners, nonprofits and communities perceive how, what and why we share?



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Photo Credit: Carolina Kroon

Discuss what it means to share strategically

Moving from current practices to a culture of sharing to advance learning will likely require discussions among program, communications, learning and evaluation staff, as well as board and staff leaders. During these conversations, engage people around the "why" of sharing evaluation and learning results. Try to build buy-in for an approach that prioritizes sharing in ways that will increase effectiveness for our organizations and others. Doing so means getting people comfortable with more transparency for our ongoing work, as well as more sharing of information that might not always put that work in the most positive light. Demonstrating the payoffs of this kind of sharing, including increased impact and more efficiency as we and our partners apply shared learning to implementing strategies that work (and not pursuing those that don't), is key to successfully adopting new ways of sharing. Additionally, discuss how sharing what you learn connects to organizational values, especially around concepts like integrity, trust, collaboration, partnershipand community.

Create a team-based approach to sharing

Sharing learning requires effective communications. There is sometimes tension between staff who want to share what has been learned and those who want to share only good news. For grantmakers with learning, evaluation and communications staff, bringing these staff members together to strategize how best to share what we are learning can often lead to complementary messaging and approaches that are all in service of mission. Communications staff, for example, can help learning staff figure out how to share evaluation results or lessons from a funded initiative in ways that will spur engagement among key audiences. Communications staff also can identify the best channels and formats for sharing depending on the audiences we want to reach. Similarly, learning staff can help communications staff figure out how to identify the most substantive, impactful, transferable information for sharing instead of focusing solely on information that reflects well on our organizations and our partners.

Track the results of sharing

Sharing learning is about more than simply putting out information and hoping people pick it up. As you begin to share more strategically, assess who is accessing your information, what they are doing with it, and whether it is useful and applicable to them. Learning staff should work with communications staff to monitor the use of information we share through Google analytics, surveys of and conversations with key audiences, and other means. When we know how and whether people are engaging with what we share, as well as how to make it more useful to them, we can continually improve our strategies for sharing.

ADDITIONAL RESOURCES

Open for Good: Knowledge Sharing to Strengthen Grantmaking by GrantCraft
http://www.grantcraft.org/guides/open-for-good

Understanding & Sharing What Works: The State of Foundation Practice by The Center for Effective Philanthropy
https://cep.org/portfolio/understanding-sharing-what-works-the-state-of-foundation-practice

Four Essentials for Evaluation by Grantmakers for Effective Organizations
https://www.geofunders.org/resources/681

Discussion Guide: Four Essentials for Evaluation by Grantmakers for Effective Organizations
https://www.geofunders.org/resources/18

IssueLab, a service of Foundation Center
https://www.issuelab.org/

Part Three

Taking Action on Learning

> When grantmakers focus on learning for improvement, we use evaluation and learning to generate information and insights that will help us better understand both how we're doing in our work and how to improve. A focus on taking action based on what we learn ensures that we are engaged in strategic or applied learning.

In *Evaluation to Support Strategic Learning: Principles and Practices*, Julia Coffman and Tanya Beer of the Center for Evaluation Innovation outline nine strategic learning principles for grantmakers, among them the following: "Evaluation places a high value on use, and helps to support it. While the quality of data collection and design is crucial, the ultimate criterion for the success of a strategic learning evaluation approach is the extent to which the client uses the information generated through data collection and reflection to answer strategy-related questions.... Evaluation for strategic learning is necessarily utilization-focused, and is therefore always designed with unfailing commitment to actionable data."[26]

Strategic learning is not learning for the sake of learning. When we are engaged in strategic learning and evaluative thinking, our learning informs the strategies we pursue in our work. It helps us identify where we are failing or falling short of our goals so we can change course and do better.

In this section, we address two questions:

How do we connect learning and strategy?

How do we learn from failure?

[26]Coffman and Beer, "Evaluation to Support Strategic Learning."

Grantmaker Story: Raikes Foundation

At the Raikes Foundation in Seattle, program staff are guided through an annual strategy review process in which they reflect on what the grantmaker set out to do in its overall strategy, what was accomplished in the last year in partnership with nonprofits and other funders, where the accomplishments fell short of the goals, and what was learned. "It's about stepping up and out a level, and really digging into how things are progressing and what we are learning," said the grantmaker's executive director, Erin Kahn. Among the products of the process are a written memo, a color-coded (green-yellow-red) "scorecard" assessment of major strategy objectives and of each active grant, and a reflective discussion with the organization's trustees. "We feel we have created a predictable, intensive and deep way to annually gauge what we are learning from our ongoing work and to help us shape goals for the future," Kahn said.

How do we connect learning and strategy?

Given the enormous challenges that grantmakers and our partners are working to address, learning has to be about more than producing reports and memos that few people actually read. Not only is this a waste of time and money, but it's a missed opportunity as well. A lack of practical, actionable applications for evaluation and learning (and clear connections between learning and organizational values) can reduce enthusiasm and buy-in for this work among board and staff members, nonprofits, communities and other stakeholders.

A far better approach is to ensure that we are evaluating and learning with a purpose. If we never change behavior or shift course, we aren't learning. The Center for Evaluation Innovation has identified five habits that organizations and their boards and staffs can build into their everyday routines to support learning. These habits include the asking the question "Now what?" as part of a learning process.[27] Such questioning forces us to consider how the insights we generate through our learning will be applied.

Viewed in this way, evaluation and learning in philanthropy have one goal: to inform and drive strategy so that we and our partners can achieve ever-improving results. Questions like the following guide this type of evaluation: What do we and our partners need to know and understand in order to do a better job? How can we ensure that our organization, its people and its partners are gaining the knowledge and understanding we need to improve performance on an ongoing basis?

[27] Julia Coffman, "5-A-Day: Learning by Force of Habit." *Medium*, June 20, 2018, https://medium.com/@jcoffman/5-a-day-learning-by-force-of-habit-6c890260acbf.

From Learning to Doing

GEO's interviews and research have surfaced many good examples of how learning and evaluation have shaped and/or contributed to shifts in strategy. Despite stories like this, the general sense from conversations with grantmakers is that we are still feeling our way to a better understanding of how learning and evaluation can and should drive strategy.

> *"We think of knowledge as a public good. Our focus is on elevating learning as a strategy we use to have bigger impact."*



Daniela Pineda
Vice President for Integration and Learning, First 5 LA

One place to start is by identifying and defining some of the hypotheses we want to test about our work. Is our after-school initiative achieving its goal of improving student achievement? To what extent is the lack of quality child care in our community preventing parents from finding stable, family-supporting jobs? Does our rooftop garden program actually create more equitable access to fresh fruits and vegetables?

Alternatively, we and our partners may start a learning journey without a working hypothesis but with a shared interest in finding out more about a specific issue or

Grantmaker Story: First 5 LA

First 5 LA was created in 1998 to invest Los Angeles County's funds from California's tobacco tax into early childhood programs. Since then, its grantmaking has totaled $1.2 billion. From the start, First 5 LA was committed to learning in public about how best to improve the lives of children. Vice President for Integration and Learning Daniela Pineda oversees a team responsible for assessing the effectiveness of various interventions and programs supported by the grantmaker. In addition, program staff who are working on a project can co-design a reflective learning session with Pineda's team about past work and what the grantmaker and its partners can learn from it to drive strategy. The integration and learning team also develops learning agendas with staff, using a six-step process to fine tune exactly what First 5 LA and its partners want to learn from a specific program or piece of work. "We think of knowledge as a public good," Pineda said. "Our focus is on elevating learning as a strategy we use to have bigger impact."

Grantmaker Story: Open Society Foundations

With offices in 40 countries, the Open Society Foundations has adopted a decentralized approach to strategies and operations, including learning. In the public health program, for example, Natalie Jaynes directs a team of two other staff members to facilitate and support staff learning. "The focus is on our decision-making as a grantmaker and how our decisions help or hinder results," Jaynes said of the grantmaker's approach to learning and evaluation. Every two years, Open Society Foundations programs conduct a "pulse check" aimed at refreshing program strategies. In addition, every four years, each program takes a deeper dive aimed at changing or "reviving" the strategy. Each of these processes is driven by portfolio reviews facilitated and supported by the learning and evaluation staff. "These portfolio reviews are 90-minute meetings where we ask what our ambitions at the start of the period were, what happened, and what we might have done differently knowing what we know now," Jaynes said. The focus, she added, is always on identifying course corrections or tweaks aimed at improving results and decision-making.

problem, and in turn what can be done about it. For example, what historical and structural factors created a housing crisis in our community, and how might we go beyond addressing only the symptoms toward understanding root causes? Or, what are the key pollutants in the river that runs through town, and what can be done to clean it up?

The consultants at FSG advise that grantmakers and their partners consider building a "strategic learning and evaluation system" into their work.[28] Such a system is founded on an "evaluation and learning vision" for the organization and agreed-upon strategies as depicted in a theory of change, along with outcomes and indicators. The result is an actionable plan to ensure that the organization is "asking the right questions in the right ways and at the right times," said Hallie Preskill, managing director with FSG. Such a system also ensures that we are thinking strategically about how to use evaluation findings to inform decisions and action.

Considering What's Feasible

Of course, a grantmaker's learning strategy will depend on the resources available to support an organizationwide focus on learning — including staff, finances, technology and more. In developing a learning strategy, grantmakers should therefore consider what's feasible to achieve, while looking to outside partners to collaborate and create more "bang for the buck" for our strategies.

[28]Hallie Preskill and Katelyn Mack, "Building a Strategic Learning and Evaluation System for Your Organization." Webinar, FSG, accessed November 30, 2018, https://www.fsg.org/publications/building-strategic-learning-and-evaluation-system-your-organization#download-area.



The Community Foundation for Greater Atlanta invited local nonprofits to participate in Catchafire, an online skills-based platform for short-term, virtual, skills-based volunteer projects.
Photo Credit: Community Foundation for Greater Atlanta

Instead of approaching learning as a way to render definitive judgments about success or failure, grantmakers should consider pursuing a learning strategy and practices that deliver information and data about the range of factors that can affect progress on a given issue or problem. When a grantmaker and its partners are trying to bring change to complex systems such as public education or health care, learning can provide a platform for regularly reassessing how things are going, what's working and what isn't, and how to change or adapt approaches as we go along.

ADDITIONAL RESOURCES

Evaluation for Strategic Learning: Assessing Readiness and Results
by Anna Williams and the Center for Evaluation Innovation
https://www.evaluationinnovation.org/publication/evaluation-for-strategic-learning-assessing-readiness-and-results

Engaging Boards and Trustees in Strategic Learning: A Toolkit, by FSG and Grantmakers for Effective Organizations
https://www.geofunders.org/resources/engaging-boards-and-trustees-in-strategic-learning-a-toolkit-1196

Learning for Results by Grantmakers for Effective Organizations
https://www.geofunders.org/resources/learning-for-results-1151

Building a Strategic Learning and Evaluation System for Your Organization
by Hallie Preskill and Katelyn Mack, FSG
https://www.fsg.org/publications/building-strategic-learning-and-evaluation-system-your-organization#download-area

5-A-Day: Learning by Force of Habit
by Julia Coffman
https://medium.com/@jcoffman/5-a-day-learning-by-force-of-habit-6c890260acbf

Action Steps:

Know what you and your partners need to know (make sure your strategy drives your learning)

Becoming a learning organization starts with a thoughtful assessment of the unique evaluation goals and needs of your organization and of the nonprofits and communities you support. More than anything else, such an assessment will be grounded in one question: What do your organization and its partners want to know more about *in order to advance your mission and strategies*?

Ask the "Now what?" question

Any time you and your partners are engaged in learning, make sure the process includes opportunities for weighing what the data and insights you have gathered suggest about possible changes in strategies or priorities.

Create systems in which learning drives strategy

Grantmakers and our partners should have regular opportunities to incorporate learning and evaluation results into the process of developing and refining strategies. Think about the time frames for strategy reviews that make the most sense for your organization and how to make learning and reflection core to the process.

Think collaboratively

A grantmaker's strategies should reflect more than just the learning generated inside our walls. To have real impact, our strategies also should reflect the learning and insights of people outside the organization — nonprofits, funding partners, community members and more. Make sure to include these stakeholders in your efforts to develop learning-informed strategies.

How do we learn from failure?

Building a learning organization means creating systems that allow and support board members, staff, nonprofits and other partners to use data to assess performance — and to consider how always to do better. It also means embracing failure as an opportunity to learn and change course.

> *"We feel it's important to be absolutely candid about what we do and do not accomplish because that's the only way we can learn going forward."*



Maurice Samuels
Senior Evaluation Officer, John D. and Catherine T. MacArthur Foundation

Failure can be a difficult topic for grantmakers. Indeed, GEO's members regularly remind us that the rhetoric in philanthropy around embracing failure does not match the reality that failure makes people uncomfortable, and that when foundations do share their failures, they often share only the ones that are easiest to talk about. In The Center for Effective Philanthropy's 2018 report *Understanding & Sharing What Works: The State of Foundation Practice,* more than one-third of grantmaker CEOs said one reason that foundations do not share more of what they know about what does and doesn't work is that they are hesitant

Grantmaker Story: John D. and Catherine T. MacArthur Foundation

The John D. and Catherine T. MacArthur Foundation is committed to transparency when sharing evaluation results, whether those results reflect well on the grantmaker's work or not. For example, when MacArthur was wrapping up work on a multiyear initiative focused on juvenile justice reform in four states, it issued a comprehensive evaluation that clearly identified the successes as well as the shortcomings of its strategies and tactics. On the positive side, the evaluation found that the Models for Change initiative contributed to systems reform by bringing people together and supporting the various forms of collaboration. However, the evaluation report clearly specified where the initiative "might have done better." Among the areas where it fell short were showing insufficient appreciation for state-specific issues and contexts, initially limiting opportunities for district attorneys and law enforcement to be part of the discussions, and not embedding a more rigorous research and evaluation agenda into the initiative from the start. Maurice Samuels, senior evaluation officer with MacArthur, said the Models for Change report is typical of the foundation's approach. "We feel it's important to be absolutely candid about what we do and do not accomplish because that's the only way we can learn going forward," he said.

Grantmaker Story: The Kresge Foundation

For more than a decade, The Kresge Foundation has supported individual artists working in Detroit through fellowships, special awards and other investments. Recently, the foundation began to hear feedback that its grantmaking was not reaching as wide and diverse an audience of local artists as it had hoped. After reviewing grant application data and talking with artists (both grantees and non-grantees) about how people learned about the foundation's grant awards, the grantmaker decided the feedback was spot-on. Now, The Kresge Foundation holds regular information sessions about its fellowships and grant awards in community and cultural centers throughout the area. The foundation also holds focused information sessions on topics such as how to submit a grant or fellowship application or how to build a solid portfolio of work. "This work is very much aligned with our Detroit team's overall emphasis on racial equity and how to engage more broadly with the community," said Chera Reid, director of strategic learning, research and evaluation with the foundation.

to share mistakes, failures, or programs or strategies that didn't work.[29] As one of GEO's interviewees with a large grantmaking organization told us, "There is a lot of sensitivity here about revealing issues or problems within the organization or among our project partners."

Is "Failure" the Right Word?

Some grantmakers say the word *failure* is itself a problem. If learning or evaluation activities suggest that a specific program strategy is not working well or should be tweaked, is that a "failure"? Or is it merely an example of how grantmakers should always be testing our assumptions and striving for continuous improvement?

Calling something a failure suggests blaming and shaming, rather than focusing on the future and how to improve. Some grantmakers express concern about how nonprofits and other partners may feel exposed when a foundation talks publicly about failure. Liz Ruedy, director of evaluation with Democracy Fund, suggested that the conversation around failure could be reframed around the concepts of risk and "choicefulness." In other words, how can learning help drive grantmakers to make better choices for maximum impact?

Regardless of the words we use, GEO regularly hears from members that they want to create organizational cultures in which nonprofits and communities feel comfortable sharing their challenges and in which staff talk to colleagues, board members and nonprofits not just about the foundation's successes but also about what they can learn when things go wrong.

[29]Hallie Preskill and Katelyn Mack, "Building a Strategic Learning and Evaluation System for Your Organization." Webinar, FSG, accessed November 30, 2018, https://www.fsg.org/publications/building-strategic-learning-and-evaluation-system-your-organization#download-area.



Chera Reid, director of strategic learning, research and evaluation at Kresge, engages program staff at the foundation to discuss learning.
Photo Credit: The Kresge Foundation

Changing Our Attitudes about Failure

Why is it important to talk about (and learn from) failure? Because things don't always play out in the ways we expect. In philanthropy, as in any other endeavor, we inevitably will encounter situations in which the results of our work do not match our hypotheses, hopes and dreams. However, foundations and nonprofits usually avoid talking about failure. Resources are spread too thin, and the job of strengthening communities or supporting children and families is too important, to allow people even to consider the possibility of falling short. In fact, nonprofits that are competing for scarce resources from philanthropy and government have little if any incentive to call attention to instances when their work has not achieved the intended results.

Talking about failure also can be a challenge in the context of philanthropy's emphasis on accountability, metrics and impact (for grantmakers and nonprofits alike). While the focus on measurable results is a positive development, it can also be a double-edged sword when carried to the extreme — for example, by "driving distortion" as people set out to avoid or cover up mistakes.

Embracing Risk and Experimentation

Most grantmakers say they value transparency and want to learn from programs and initiatives that do not pan out as planned. The question, of course, is how best to accomplish transparency and learning. What can grantmakers do to create an environment in which falling short of goals is viewed as an opportunity to learn?

The answer is creating space for people and organizations to make mistakes in their work. One approach grantmakers can consider for changing our cultures around failure is to consider the scientific model and embrace experimentation as a core facet of our organizational cultures. Philanthropy provides the research and development capital that nonprofits need to test new strategies for addressing social problems — strategies that, if successful, could be expanded and applied by others. But like scientific experiments, not every new strategy or approach can be a success, no matter how well it is vetted by grantmakers and our partners. Like any failed experiment, the failure of a grantmaking strategy or initiative can produce critical learning that will lead to better results in the future.

Therefore, we need to make it safe and acceptable for staff and nonprofits to discuss failure and mistakes without negative consequences. Using evaluation methods, we and our partners can put failed projects to good use by capturing lessons about what happened, why the project fell short of expectations and how to achieve different outcomes in the future.

Remembering the Costs of Failure

The goal of the activities described in this section is not to "celebrate" failure. Nor should we embark on this work with a "gotcha" mentality of constantly pointing out where our work or the work of others has been deficient. Failure can have real costs for people, organizations and communities. Jobs, funding and reputations (individual and organizational) can be on the line. The focus should be on learning from failure so we can do better, and also on ensuring that we are not exposing people and organizations in the process.

Action Steps:

Have open conversations about increasing your risk tolerance

Grantmakers need to be willing to take risks and fail. At the very least, failure can spur learning and improvement by increasing our understanding of what doesn't work, and why — but only if we create a culture in which failures aren't swept under the rug but are viewed as opportunities for learning.

Develop systems and processes for assessing failure

Understanding why things fail is as important as understanding why they succeed. Therefore grantmakers should have systems and processes in place to identify instances in which their work and the work of their nonprofit partners is not living up to early expectations, and to try to find out why.

Don't point fingers

Learning from failure shouldn't be about singling out instances when specific staff members or nonprofit partners fell short. Grantmakers should help staff, nonprofits and other partners understand that we are all in this work together, we share the results (good and bad), and we share the responsibility of always learning to do better.

Make sure learning from failure drives improvement

Embracing a philosophy of failure doesn't mean publishing a "warts-and-all" report of lessons learned, feeling good about being transparent, and then getting back to our work without really changing anything. As we and our partners own up to our mistakes and identify when and how our work fell short of goals, we must at the same time commit to trying to set things right in the future.

ADDITIONAL RESOURCES

Getting the Best Possible Failures in Philanthropy by Jen Ford Reedy
https://ssir.org/articles/entry/getting_the_best_possible_failures_in_philanthropy

Fail Forward Resources
https://failforward.org/resources

Mistakes to Success: Learning and Adapting When Things Go Wrong by Robert Giloth and Colin Austin

Smarter Grantmaking Playbook: How Can We Embrace a Learning for Improvement Mindset? by Grantmakers for Effective Organizations
https://www.geofunders.org/resources/658

Evaluation in Philanthropy by Grantmakers for Effective Organizations
https://www.geofunders.org/resources/689

Risk Management Toolkit by Open Road Alliance
https://openroadalliance.org/resource/toolkit/

Conclusion

> Despite the growth of our sector, many of the deep-seated problems that grantmakers and our nonprofit partners are working to solve have proven difficult to crack. This suggests it's time to consider new and improved ways of working, and new and improved strategies for tackling the toughest social problems.
>
> Strategic learning helps grantmakers and our partners work smarter and get better results. We need to create cultures in which people reflect and learn, so that our organizations, our nonprofit partners and others can become more effective in achieving our goals. We need to consider how we will staff learning functions within our organizations and how we will consider equity in our learning and evaluation work. We must continue to use evaluation as a tool for learning.

In order to be successful in making these changes, we have to focus on the capacities required, both within our organizations and in our partners. We know that learning together helps us achieve more, so we should prioritize the skills and resources to make it possible. When we learn together, we also recognize that sharing what we have learned is important for our continued success. Our learning has the greatest impact when we are transparent and return that learning to the system.



The Community Foundation for Greater Atlanta invited local nonprofits to participate in Catchafire, an online skills-based platform for short-term, virtual, skills-based volunteer projects.
Photo Credit: Community Foundation for Greater Atlanta

> *As a foundation, the conditions we create — in the culture, in the office, in the type of meeting structure we put together, the people we have around the table — should be the focus if we want learning to be meaningful."*



Koua Jacklyn Franz
Former Director in the Office of the President, Stuart Foundation

Of course, if we are not able to connect what we have learned with our strategy, then we have missed a significant opportunity to improve. When we take the lessons that we have learned, from both our successful initiatives and those that failed to meet expectations, and draw insights to inform future work, we have come full circle on the learning cycle.

Learning provides grantmakers, nonprofits and communities with the information, the insights and the perspective we need to better understand the next steps on the path to solutions. As Koua Jacklyn Franz, formerly of the Stuart Foundation, shared, "Learning happens in all organizations. It's natural, like how kids learn all the time, not just in school. Adults also have to realize that we're all learners. As a foundation, the conditions we create — in the culture, in the office, in the type of meeting structure we put together, the people we have around the table — should be the focus if we want learning to be meaningful."

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RESOLUTION NO. 2019-03

A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST PROPOSITION 10 COMMISSION APPROVAL OF THE FY 2019-20 BUDGET, ADMINISTRATIVE COST CAP, AND AFFIRMING FUND BALANCE ALLOCATIONS

The Board of Commissioners of Los Angeles County Children and Families First Proposition 10 Commission ("the Commission") hereby finds and resolves as follows:

Whereas, the Commission is authorized by statute and Los Angeles County ordinance to adopt an annual budget for operations and programs;

Whereas, the Commission has adhered to the practice of annually reaffirming the balance of Committed program allocations pursuant to GASB 54 guidelines as outlined in the revised Fund Balance Policy approved on May 16, 2013;

Whereas, the Commission is required to adopt a minimum Fund Balance Reserve, calculated at 25 percent of the annual fiscal year budget per the revised Fund Balance Policy approved on May 16, 2013;

Whereas, the Commission has annually established a limit on administrative costs as defined by the First 5 Financial Management Guide and the First 5 LA Policy and Guidelines for Administrative Costs and Function, revised on June 14, 2012.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Resolution No. 2018-02 approved on June 14, 2018 is hereby superseded; and
2. The FY 2019-20 Proposed Budget of $133,717,358 (Attachment B – FY 2019-20 Budget Summary) is approved. Staff is authorized to implement and incur costs on the Commission's behalf, pursuant to Commission Policy, to achieve the objectives and goals adopted within the Budget and the Strategic Plan; and
3. Subject to the final year-end financial audit, the projected balance of previously Committed program allocations totaling $156,172,229 as of June 30, 2019 is approved, affirming these allocations as Committed Fund Balance in adherence with GASB 54 guidelines (Attachment H); and
4. The constraints on resources previously set aside in the amounts of $11,866,701 for initiatives that have ended or are ending in FY 2018-19 are removed, redirecting these funds from First 5 LA's Committed fund balance to the Assigned fund balance as of June 30, 2019; and
5. A Fund Balance Reserve amount of $33,429,340 is approved and available for use during the 2019-20 fiscal year only for the purposes outlined in the Fund Balance Policy; and
6. The administrative cap for FY 2019-20 of $13,531,189, 10.12% of the total budget, is approved, reflecting the common purpose costs and related overhead associated with operating First 5 LA (Attachment A – Administrative Limit Calculation); and
7. The executed copy of this Resolution shall be retained on file as evidence of the Commission's actions herein.

PASSED, APPROVED AND ADOPTED THIS 13TH DAY OF JUNE 2019, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

_____
Sheila James Kuehl
Chair, First 5 LA

_____
Kim Belshé
Executive Director

Final FY 2019-20 Budget

Board of Commissioners Meeting

June 13, 2019



first 5 la

Giving kids the best start

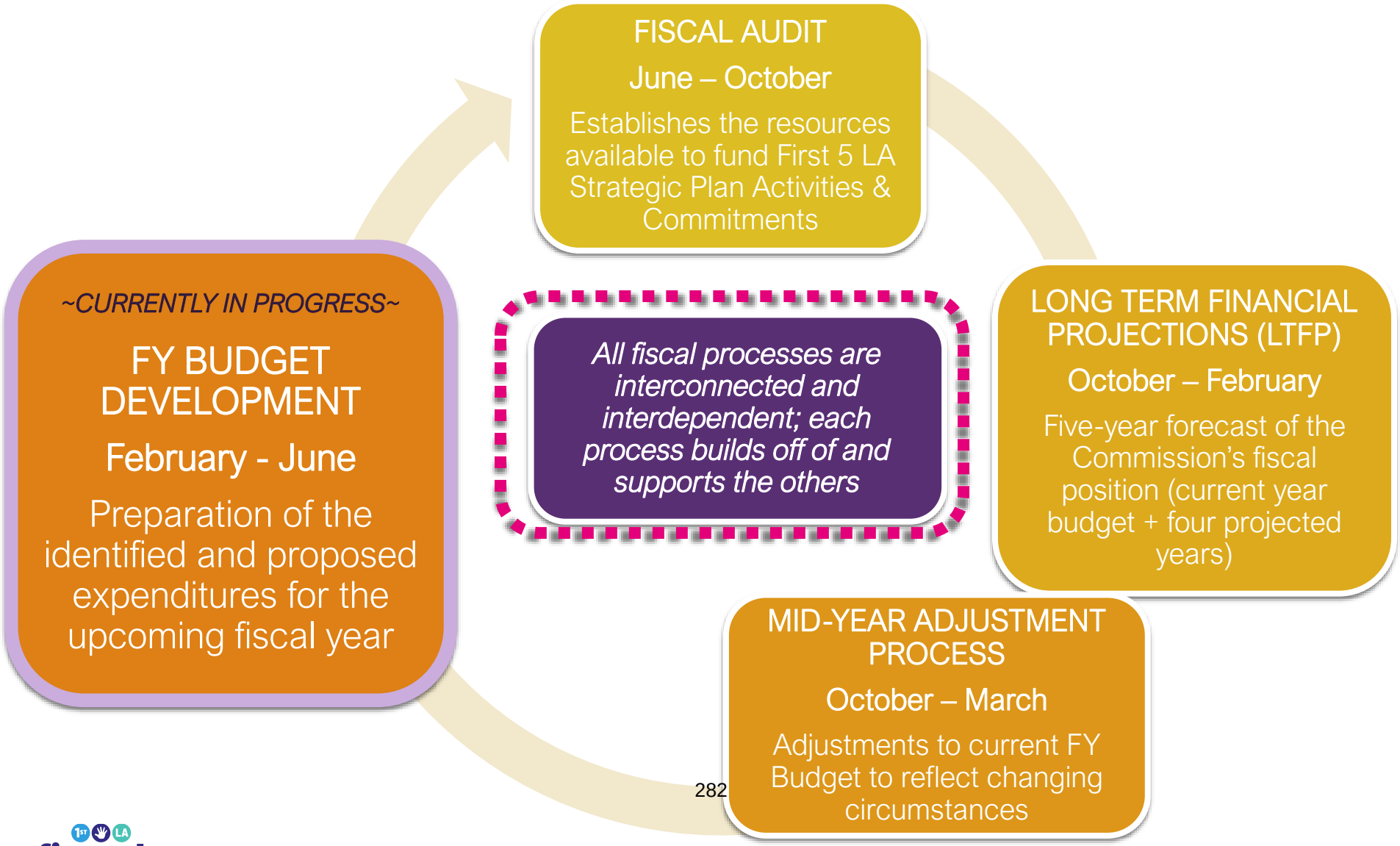
Objectives

1. Board Engagement Timeline
2. Budget Overview
   a) Context
   b) Summary
   c) Impact to Administrative Limit
3. Estimated year-end Fund Balance
4. Request for approval

Board Engagement

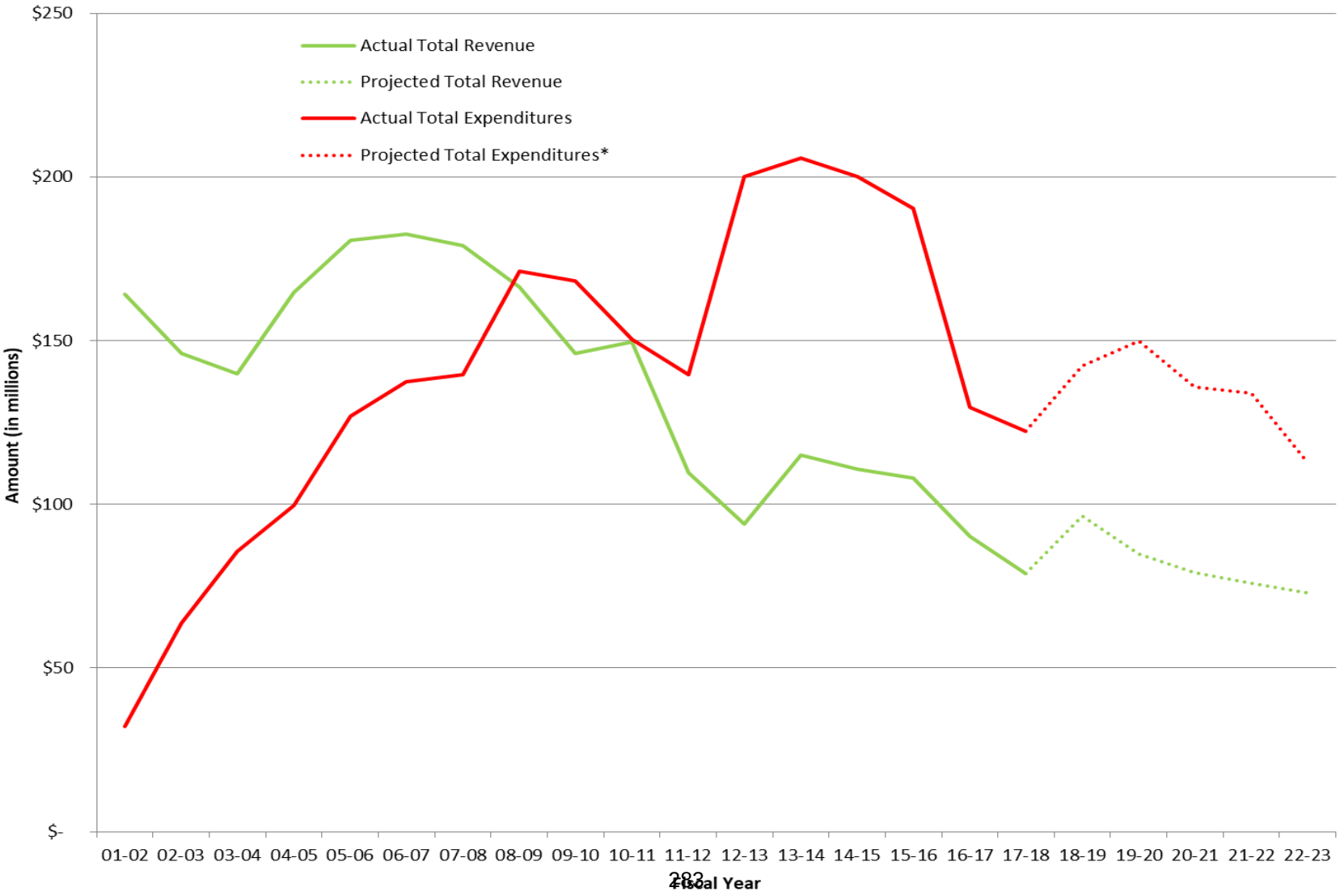
- **May 2, 2019 – Budget & Finance/Executive Committee**
  - Overview and discussion of Draft FY 2019-20 Budget
- **May 9, 2019– Commission Meeting**
  - Informational Item: Written Only – FY 2019-20 Draft Budget
- **May 23, 2019– Program & Planning Committee**
  - Discussion of FY 2019-20 proposed programmatic costs
- **June 13, 2019 – Commission Meeting**
  - Action Item: Final FY 2019-20 Budget presented for Board Approval

Context - Fiscal Lifecycle & Processes



first 5 la
Giving kids the best start

Context - Revenue & Expenditure Projections



first 5 la
Giving kids the best start

FY 2019-20 Budget Summary

BUDGET CATEGORY	FY 2018-19 Budget Original		FY 2018-19 Budget Revised		Proposed FY 2019-20 Budget		Variance	
Program								
2015-2020 Strategic Plan: Focusing for the Future								
a. Programs Division: Four Priority Outcome Areas	$ 88,781,000		$ 91,345,000		$ 90,556,000		$ (789,000)	-0.9%
b. Policy & Strategy Division: SP Related Investment Areas & Support	10,713,000		10,458,000		9,892,000		$ (566,000)	-5.4%
c. Integration & Learning Division: Learning Organization	5,941,000		5,941,000		6,212,000		$ 271,000	4.6%
Total 2015-2020 Strategic Plan	$ 105,435,000	75%	$ 107,744,000	76%	$ 106,660,000	80%	$ (1,084,000)	-1.7%
Legacy Investments	11,708,000	8%	11,646,000	8%	4,229,000	3%	(7,417,000)	-63.7%
Total Program	**$ 117,143,000**	**84%**	**$ 119,390,000**	**84%**	**$ 110,889,000**	**83%**	**$ (8,501,000)**	**-7.1%**
Operating (Administration Division)	**22,849,688**	**16%**	**22,849,688**	**16%**	**22,828,358**	**17%**	**(21,330)**	**-0.1%**
TOTAL BUDGET	**$ 139,992,688**	**100%**	**$ 142,239,688**	**100%**	**$ 133,717,358**	**100%**	**$ (8,522,330)**	**-6.0%**

Impact to Administrative Cost Limit

$13.5 million or 10.12% of the total proposed FY 2019-20 budget

- Increase due to a higher reduction in program costs proportional to reduction in operating costs
- First 5 LA continues to have among the lowest percentage, with rates across all County Commissions ranging from 8-25% of spending

GASB 54 (Fund Balance)

- 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.

Fund Balance Categories

As defined by the Fund Balance Policy:

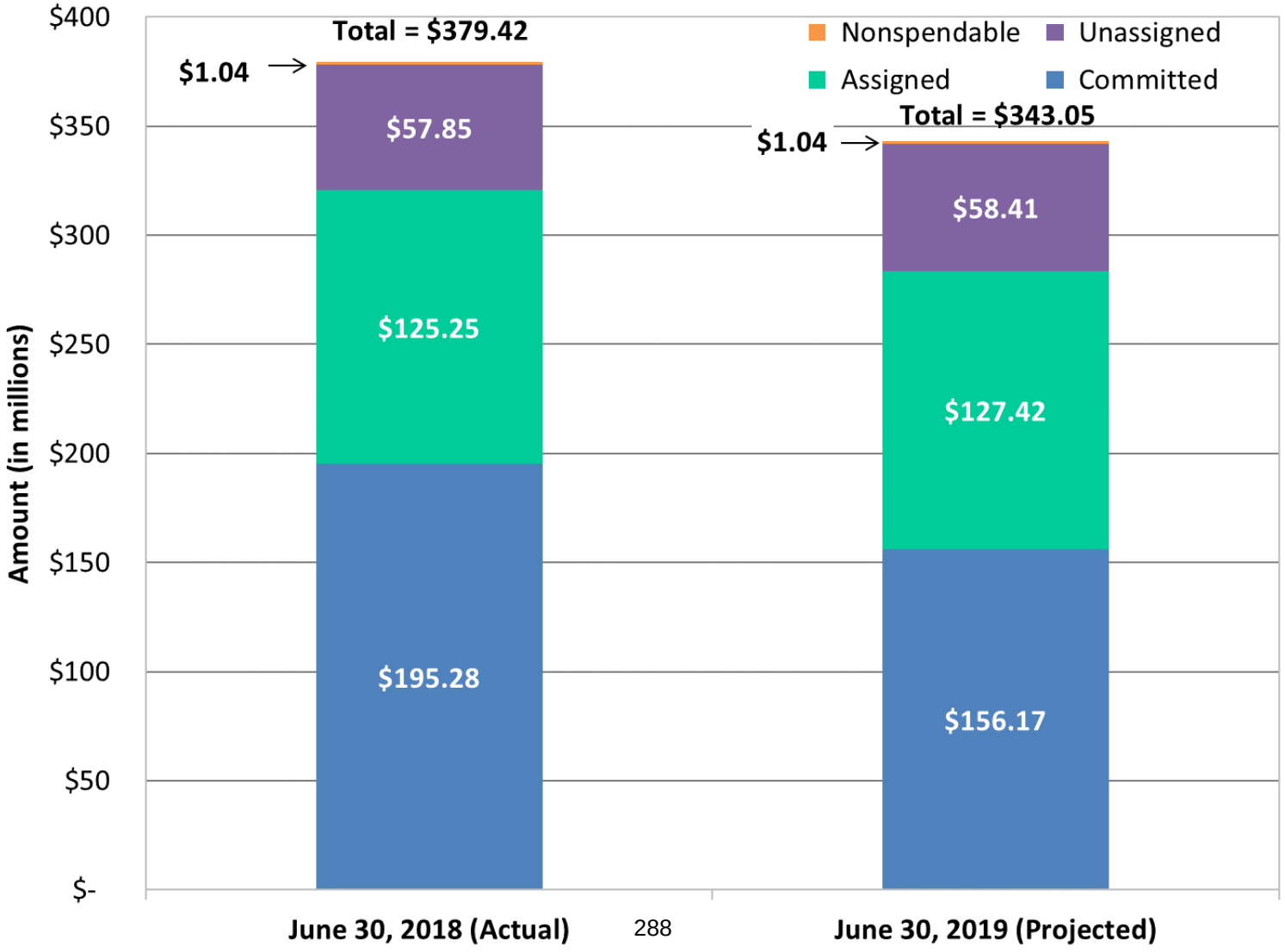
Nonspendable: Funds that have been advanced to a contractor or grantee for services to be provided in the future and are considered to be an asset of the Commission.

Committed: Funds allocated for a specified purpose and directed by the Commission via Resolution. The Commission must adopt another Resolution to reappropriate these funds for other purposes.

Assigned: Funds are reserved for Commission use consistent with the 2015-2020 Strategic Plan.

Unassigned: Funds designated for the Operating Budget and Reserve.

Fund Balance Projections



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Request for Approval – Resolution

For approval by the Commission in June 2019:

Adopt Resolution No. 2019-03, which includes the following actions:

Budget Approval

1. Replace Resolution No. 2018-02
2. Total FY 2019-20 Budget of $133.7 million
   - Attachment B – FY 2019-20 Budget Summary

Fund Balance Approval

3. Reaffirmation of GASB 54 Commitments
   - GASB 54 Fund Balance Presentation
4. Redirection to Assigned Fund Balance
   - $11.87 million projected remaining balances related to ended/ending initiatives
5. Fund Balance Reserve
   - 25% of the total FY 2019-20 Budget ($33,429,340)
6. Administrative Limit for FY 2019-20
   - Attachment B – Administrative Limit Calculation ($13.5 million, or 10.12%)

Review Process/Next Steps

- **May 2, 2019 – Budget & Finance/Executive Committee**
  - Overview and discussion of Draft FY 2019-20 Budget
- **May 9, 2019– Commission Meeting**
  - Informational Item: Written Only – FY 2019-20 Draft Budget
- **May 23, 2019– Program & Planning Committee**
  - Discussion of FY 2019-20 proposed programmatic costs
- **June 13, 2019 – Commission Meeting**
  - Action Item: Final FY 2019-20 Budget presented for Board Approval

- ✓ Continue to work with the State to resolve questions around our actual and projected Proposition 10 and Proposition 56 revenues
- ✓ Long-term planning and strategy refinement through SPR4, SRTs and LTFP

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QUESTIONS



FY 2019-20 BUDGET:

TRANSMITTAL MEMO

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Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: June 13, 2019

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2019-20 BUDGET**

Honorable Chair and Members of the Commission,

We are pleased to share with Commissioners a draft budget for fiscal year (FY) 2019-2020. This budget reflects First 5 LA's continued work – in partnership with others - to strengthen families, communities and systems of services and supports to ensure that by 2028, all children in LA County enter kindergarten ready to succeed in school and life.

As we remind ourselves each year, an organization's budget tells a story about its vision, values and priorities. For First 5 LA, the proposed budget FY 2019-20 tells a story about our continued efforts to support young children and create 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, it's a 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 reflects First 5 LA's strategic imperative to maximize its contribution to impact for young children and their families. The programs and activities recommended for funding reflect both the critical issues influencing outcomes for our youngest children and their families and the opportunities for First 5 LA to leverage the changing political and policy environment in Sacramento and here in LA County. While our vision for young kids is ambitious, the proposed budget brings to life what it takes for First 5 LA to help lead the policy and systems changes needed to ensure our kids are ready to succeed in school and life. These strategies and activities will serve as the basis for our continued work together to review, reflect on and refine First 5 LA's strategic direction through the SPR4 (Strategic Plan Review, Reflect, Refine, Results) process.

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In addition, the proposed budget reflects First 5 LA's fiscal imperative to align its expenditures with revenues over time. Towards that end, the proposed 2019-20 budget represents an overall reduction of 6 percent. In addition, the budget reflects a more intentional focus on sustainability, with activities identified to support the leveraging of federal funding, generation of alternative revenues, and expanded philanthropic partnerships to advance aligned objectives.

What follows are a number of observations about key themes and issues associated with the proposed FY 2019-20 budget. In the attached material, Commissioners can review both a high-level overview of the four divisions around which First 5 LA's work is organized, including division overview, operations, and detailed information breaking out the budget requests by each 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 2019-20 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:

- Continued progress in implementation of the Strategic Plan. Significant progress has been made in executing the Strategic Plan this past year. As we enter the final year of our current 5-year strategic plan period, the proposed budget recognizes implementation began at different starting points. In the year ahead, we will continue to strengthen First 5 LA's longer-term signature investments, such as Welcome Baby and Best Start, through our partnerships with providers and parents; we will solidify new systems change efforts that are gaining support and traction, such as kindergarten readiness assessment efforts, and we will transition from planning to implementation of new work, such as early identification and intervention (Help Me Grow) and the built environment. The varying stages of development and implementation are reflective of First 5 LA's evolving 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 2019-20 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 signs that we're moving in the right direction, as most recently affirmed through the Strategic Plan Refinement process' Data Review report presented to the Board at its April meeting by our consultant, Learning for Action. The proposed budget requests funding to support First 5 LA's policy and systems change work in important ways, such as expanding support for the development and testing of sustainability strategies for home visiting, supporting the evolving network of First 5s to bring a strong and unified voice for young children to Sacramento; and expanding our policy and advocacy work to bring a more explicit

"whole child framework", as seen by the proposed support for child health and family strengthening advocacy. Importantly, Commissioners will see in the proposed budget a closer integration of our programmatic and policy work to support First 5 LA's efforts to leverage learning from our programmatic efforts to inform and drive state policy change. Examples here include family-strengthening home visiting and early identification and intervention.

- Partnerships are at the heart of changing 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 leverage opportunities in the current environment to advance shared systems change goals to benefit young kids. Of particular note are the multiple First 5 LA-LA County partnerships, including support for: the next phase of implementation of the early identification and intervention initiative in partnership with the Department of Public Health; the development and implementation of the Department of Mental Health's Prevention and Early Intervention financing plan; and concrete projects emerging from the Office of Child Protection's prevention plan implementation efforts.

- First 5 LA as an impact-focused learning organization: In the year ahead, First 5 LA will continue important work associated with the learning agendas of our largest investments, Welcome Baby and Best Start, learning that will help focus and inform our programmatic and policy work going forward. In addition, resources are proposed to support important data-related investments critical to advancing First 5 LA and LA County priorities related to data development, with a particular focus on prevention measures. In addition, resources are requested to support First 5 LA's evolving Impact Framework, which 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.

- Sustainability planning and projects. Consistent with the Strategic Plan's direction that First 5 LA makes progress in aligning its expenditures to its declining revenues, First 5 LA's programmatic efforts incorporate a number of sustainability strategies, including fund leveraging and co-investment. In particular, the proposed budget includes resources to support federal financial funding efforts for our family-strengthening home visiting and early identification and intervention investments. In addition, our Policy & Strategy Division will continue to develop First 5 LA's municipality strategy, which includes activities to engage in and support local alternative revenue generation opportunities.

Organization Alignment
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, partnership-focused approach to advancing shared policy and systems goals is more staff-intensive, relative to staff's more traditional contract solicitation and management roles. Recognizing the critical role of First 5 LA staff in our policy and systems change work and the need to limit growth in First 5 LA's operating budget, the proposed budget retains the cap on the number of full-time equivalent positions at the number authorized in the current year budget (148). To manage resources and reflect attrition, the budget assumes a 7 percent vacancy rate.

- Equity. With Board approval of a new Investment Guideline focused on equity, First 5 LA is considering how to most effectively center equity in our work, including our strategies, values and organizational processes. First 5 LA's equity journey will take time and will incorporate opportunities to listen to and learn from the Board, staff and partners alike. To help inform and shape this process, the budget includes resources to secure consultant services to support a thoughtful and deliberate process.

- 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 2019-20, resources are included to support 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, our employees' development, and to First 5 LA being a high-performing, high-impact organization.

- Infrastructure/systems. We continue to invest in infrastructure and some of the foundational systems supporting staff and the work we do. As an example, given the Capital Improvement Plan, and in an effort to enhance efficiencies, improve information sharing and security, we have been migrating many of our Information and Technology (IT) systems to the cloud, refining the process for upgrading and enhancing these systems from a variety of locations, preparing for the building renovations mentioned below. We have also upgraded aspects of our accounting, contracting, and document management systems, moving towards a vision of enhancing the integration of these systems.

- 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. Following the Board's direction in establishing a Capital Improvement Fund (CIF) as part of the FY 2017-18 Budget process as well as the Board-approved Capital Improvement Plan (CIP), we are moving this critical project forward in a way to provide needed upgrades to the building as well as to enhance the way in which we work. Solicitations for different aspects of this project have begun and we anticipate construction occurring in the upcoming calendar year.

- 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 10.12% 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 2019-20 includes a total budget request of $133.7 million as presented in the table below.

BUDGET CATEGORY	FY 2018-19 Budget Original		FY 2018-19 Budget Revised		Proposed FY 2019-20 Budget		Variance	
Program								
2015-2020 Strategic Plan: Focusing for the Future								
a. Programs Division: Four Priority Outcome Areas	$ 88,781,000		91,345,000		$ 90,556,000		$ (789,000)	-0.9%
b. Policy & Strategy Division: SP Related Investment Areas & Support	10,713,000		10,458,000		9,892,000		$ (566,000)	-5.4%
c. Integration & Learning Division: Learning Organization	5,941,000		5,941,000		6,212,000		271,000	4.6%
Total 2015-2020 Strategic Plan	$ 105,435,000	75%	$ 107,744,000	75%	$ 106,660,000	80%	$ (1,084,000)	-1.7%
Legacy Investments	11,708,000	8%	11,646,000	8%	4,229,000	3%	(7,417,000)	-63.7%
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Operating (Administration Division)	22,849,688	16%	22,849,688	16%	22,828,358	17%	(21,330)	-0.1%
TOTAL BUDGET	**$ 139,992,688**	**100%**	**$ 142,239,688**	**100%**	**$ 133,717,358**	**100%**	**$ (8,522,330)**	**-6.0%**

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

2. The operating budget includes $9.3 million, or 40.7%, in support of programs and $13.5 million, or 59.3%, 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 my appreciation to Finance Department Director Raoul Ortega and his team for its collaborative approach in leading this organization-wide process; in so doing, the team has ably modeled First 5 LA's values and goals on behalf of young children and their families.

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ATTACHMENT A:

FY 2019-20 BUDGET – HIGHLIGHTS

ATTACHMENT A:
FY 2019-20 BUDGET – HIGHLIGHTS

The FY 2019-20 Budget represents the fifth and final fiscal year under this fifth Strategic Plan, approved by the Commission in November 2014. This budget is representative of an alignment of program costs to the fiscal realities of declining tobacco tax revenues, continued advancement of our new strategic direction grounded in policy and systems change, and the resolve to reach our North Star which states that by 2028, all children in LA County will enter kindergarten ready to succeed in school and life. The reduced level of resources proposed in support of the priority outcome areas and activities to achieve the goals detailed in the 2015-2020 Strategic Plan, compared to prior year, reflects the progress of the work undertaken to refine our direction, improve the impact we seek, redefine our spending, 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 resource 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 Commission priorities. These highlights provide a general overview of the FY 2019-20 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. Formal budget adjustments will be included as part of the mid-year adjustment process about halfway through the fiscal year.

Key budget and supporting documents are organized as follows:

Attachment A: FY 2019-20 Budget – Highlights

Attachment B: FY 2019-20 Budget

- FY 2019-20 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 within the division by department.

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 continues to place greater emphasis on efforts that contribute to the development and improvement of sustainable public financing, public policy and systems-level change to make things better for children and their families.

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To ensure that we continue to take steps toward achieving our North Start that by 2028, all children in LA County enter kindergarten ready to succeed in school and life, the strategic goals direct 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-F.

A. BUDGET DEVELOPMENT CONTEXT

Format and Approach to the FY 2019-20 Budget

Consistent with FY 2018-19, the role of the FY 2019-20 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. Additionally, in response to our fiscal imperative and need to make progress in the alignment of revenues and expenditures, the guardrails set for FY 2019-20 includes an alignment to the FY 2018-19 mid-year revised cost, a thorough assessment of new and prospective expansion costs, and a continued emphasis in long-term sustainability. These guardrails resulted in a $16.1 million, or 10.7%, reduction compared to the FY 19-20 total estimated spending projected through the Long-Term Financial Projection (LTFP) presented to the Board of Commissioner's in February 2019.

B. OVERALL BUDGET SUMMARY

The total FY 2019-20 Budget is presented in a summary schedule in Attachment B. As shown in the following high-level table, the Budget totals $133.7 million, a decrease of approximately $8.5 million, or 6.0% compared to the FY 2018-19 revised budget of $142.2 million. Costs are estimated to decrease by 7.1% for programs and decrease by 0.1% for internal operations.

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The FY 2019-20 Budget reflects the significant decline in 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 approach, 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 and mission.

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 internal work.

C. PROGRAM COSTS SUMMARY

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

a. Strategic Plan Priority Outcome Areas

The FY 2019-20 Budget reflects further advancement of the 2015-2020 Strategic Plan goals, as well as progress toward what we anticipate for our next Strategy 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 5 activities of the 2015-2020 Strategic Plan, based on the implementation work done to date.

Costs reflected below are approximate, reflecting the best thinking to date regarding the potential needs for Year 5 activities. Additionally, where sufficient information was available, some of the proposed costs and activities for FY 2019-20 are offset and leveraged by County investments. As the scope of tasks for FY 2019-20 is clarified through continued refinement work, additional information to further define the use of funds will be provided through standard operating procedures.

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2015-2020 STRATEGIC PLAN OUTCOME AREA	Revised FY 2018-19 Budget		Proposed FY 2019-20 Budget	
Families	$ 41,383,000	45%	$ 39,343,000	43%
Communities	20,482,000	22%	19,470,000	22%
Early Care & Education (ECE) Systems	25,793,000	28%	26,046,000	29%
Health-Related Systems	3,687,000	4%	5,697,000	6%
Total Strategic Plan Priority Outcome Areas	**$ 91,345,000**	**100%**	**$ 90,556,000**	**100%**

Families ($39,343,000)

The Families outcome area budget for FY 2019-20 is largely comprised of 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 2019-20 project costs. 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 2019-20 Budget	
Strategy 1 - Home Visiting	$ 37,275,000	95%
Strategy 2 - Family Engagement	2,068,000	5%
Total Families Outcome Area	**$ 39,343,000**	**100%**

Families Strategy 1 – Home Visiting ($37,275,000)

The investments in Welcome Baby and Select Home Visiting (SHV) represent ongoing programs that the Commission confirmed as central 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 (Healthy Families America, Parents as Teachers or Triple-P).

Although other, less intensive parent education and support services may be available, the goal is to develop a network of high quality, evidence-based models to serve as the primary resource for high risk pregnant women and new parents. Families residing within a Best Start Community are eligible

for up to nine Welcome Baby engagements: three prenatal, at the hospital, and up to five postpartum engagements. Families living outside Best Start communities, 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 19-20, costs to provide home visiting services to non-Best Start families are incurred through Universal Assessment of Newborns funding source.

Additional project costs proposed for FY 2019-20 include resources to ensure the adherence to program fidelity by Welcome Baby providers and Select Home Visitation providers. It also includes funds to support the analysis, planning and retention of the Home Visiting program workforce and technical assistance to the LA County Department of Mental Health (DMH) in operationalizing Prevention and Early Intervention (PEI) funding.

Furthermore, as we continue to face the reality of declining revenues, we also continue to strive toward sustainability. This includes establishing partnerships and leveraging resources to reduce the fiscal impact to our budget. One example of this sustainability measure included in the proposed FY 2019-20 cost estimates is the downward adjustment to the SHV budget to reflect the costs that are being offset by leveraging State Targeted Case Management (TCM) program resources. The TCM program provides reimbursement for the federal share of costs for case management services provided to Medi-Cal beneficiaries in specific target populations. As the pilot program is still in the early stages, projected TCM reimbursements are conservative and may increase as full implementation gets underway and additional data is made available.

STRATEGY/PROGRAM	Proposed FY 2019-20 Budget	
Families Strategy 1 - Home Visiting		
Welcome Baby Hospitals	$ 9,404,000	25%
Universal Assessment of Newborns - Welcome Baby Hospitals	11,574,000	31%
Select Home Visiting Programs	11,102,000	30%
Family Strengthening Oversight Entity	3,600,000	10%
Home Visiting Compensation and Turnover Analysis	62,000	0%
Home Visiting Sustainability Support in Health Systems	120,000	0%
Home Visiting Sustainability Support in Mental Health Systems	75,000	0%
LAC Perinatal and Early Childhood Home Visiting Consortium	50,000	0%
MAMA's Visits Home Visiting Program Training and T.A. Support	304,000	1%
Stronger Families Database	800,000	2%
Targeted Case Management Implementation Support	184,000	0%
Total Families Strategy 1	**$ 37,275,000**	**100%**

Families Strategy 2 – Family Engagement ($2,068,000)

FY 2019-20 costs related to Strategy 2 of the Families outcome area includes ongoing work around Abriendo Puertas, Project Dulce program implementation and research, as well as the Family Engagement Learning Community Support partnership.

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

STRATEGY/PROGRAM	Proposed FY 2019-20 Budget	
Families Strategy 2 - Family Engagement		
Abriendo Puertas	$ 1,093,000	53%
Project Dulce	955,000	46%
Family Engagement Learning Community Support	20,000	1%
Total Families Strategy 2	**$ 2,068,000**	**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 19-20 program plan includes the following activities:

1. Convene a Summit with Phase 1, 2, 3 partners to share implementation best practices and challenges
2. Provide technical assistance to support project partners in scaling and sustaining programming
3. Convene Facilitator Training Institutes to train new facilitators for programming in English and Spanish
4. Refine implementation and sustainability tools with school and non-school settings by identifying factors that inform provider capacity processes and needs to deliver a high-quality program
5. Cultivate relationships to advance sustainability efforts with an eye toward the future, with new curricular designs and implementation practices for diverse populations by #6
6. Conduct a demonstration lesson(s) of adapted Abriendo Puertas programming to non-Latino populations, and
7. Work with research contractor to accompany the aforementioned components in order to help develop a body of knowledge on family engagement needs across LA County by evaluating provider capacity issues to capture organizational and facilitator challenges and needs when implementing Abriendo Puertas/Opening Doors.

Also included within this strategy is First 5 LA's investment in Project Dulce, 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. 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 120-140 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 CSSP will provide $100,000 in FY 2019-20 to support the work of The Children's Clinic in Central Long Beach and the Northeast Valley Health Corporation in Sun Valley participating clinics. The goal for FY 2019-20 is to serve a total of 480-560 children and their families across the four 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.

For further information and detail on the budget amounts and activities anticipated to occur in the Families outcome area during FY 2019-20 please refer to Attachment C.

Communities ($19,470,000)

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. Most of the planned FY 2019-20 costs within the Communities outcome area are driven by the second 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	Approved FY 2019-20 Budget	
Strategy 1 - Community Leadership & Collaboration	$ 17,597,000	90%
Strategy 2 - Coordinated Services & Supports	-	0%
Strategy 3 - Built Environment Policy & Advocacy	1,175,000	6%
Cross-Strategy Investments	698,000	4%
Total Communities Outcome Area	**$ 19,470,000**	**100%**

Communities Strategy 1 – Community Leadership & Collaboration ($17,597,000)

This anchor investment includes costs related to the new Best Start community partnership structure for the five Regional Networks ($15,411,000) and Neighborhood Action Councils ($1,913,000).

The five Regional Network (RN) 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. FY 2019-20 RN budgets include funding for community-identified projects (CIP) based on estimated expenditures grounded in historical costs. This Board allocation of $1.95 million per community was approved for the implementation of CIPs over the course of the FY 2015-2020 Strategic Plan period. In FY 2018-19, the transition to the new RN structure resulted in a slow ramp up for CIPs and lower than anticipated spending. Projected expenditures for FY 2019-20 do not include underspending from prior years. As communities finalize their plans for implementation, required resources that exceed the current projected expenditures, but fall within the Board-approved $1.95 million per community, will be reflected in the mid-year budget adjustment. FY 2019-20 will be the final year for use of CIP funds. In addition, Strategy 1 also includes the final year of the strategic partnership with South Bay Community Counseling (SBCC) Thrive LA, referred to as the

Neighborhood Action Councils, to support 76 Neighborhood Action Councils and 215 Community Connection Groups, involving approximately 3,200 parents/residents in resident engagement efforts and capacity building for the Best Start Partnerships.

Additionally, resources previously included within Communities Strategy 2 to support Regional and Local Networks in strengthening their ability to build and operate as a network, develop the ability to understand their social ecosystem, and to become more adaptive to constant change, have been moved under Communities Strategy 1 due to the service alignment.

Communities Strategy 3 – Built Environment Policy & Advocacy ($1,175,000)

Major cost drivers in FY 2019-20 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) to partner with the Los Angeles Department of Public Social Services (DPSS) in coordination with the five Regional Networks, to assist in the planning and development of recommendations and strategies that will help to reduce the prevalence of food insecurity.

Communities – Cross-Strategy Investments ($698,000)

Resources for FY 2019-20 will fund the Learning Consortium, formerly referred to as the Capacity Building Consortium, to support peer learning and reflection among grantees across the Communities outcome area. Funds will also support staff roles as convener, connector and catalyst through local, regional and countywide convenings such as AV Transportation Forum and Best Start Leadership summits and other forums to help deepen our understanding of how Best Start is evolving in the first two years of the new structure and to find opportunities to integrate and leverage the investments in Best Start communities. Additional resources will be used to support real-time data and learning activities, including qualitative analysis of grantee quarterly reports, workshops and technical assistance providers.

For further information and detail on the budget amounts and activities anticipated to occur in the Communities outcome area during FY 2019-20 please refer to Attachment C.

<u>Early Care and Education (ECE) Systems ($26,046,000)</u>

Activities for FY 2019-20 related to the ECE outcome area includes coordinating advocacy around the need and importance of high-quality and accessible early care and education, supporting a Quality Rating Improvement System (QRIS), and improving ECE professional development systems.

ECE OUTCOME AREA	Approved FY 2019-20 Budget	
Strategy 1 - Policy/Advocacy	$ 8,464,000	32%
Strategy 2 - QRIS	15,550,000	60%
Strategy 3 - Professional Development	1,905,000	7%
Emerging Opportunities	127,000	0%
Total ECE Outcome Area	**$ 26,046,000**	**100%**

ECE Strategy 1 – Policy/Advocacy ($8,464,000)

Resources for FY 2019-20 will support the ECE Policy Advocacy Fund ($3,300,000), Kindergarten Readiness Assessment ($4,864,000), and the Educare Policy and Advocacy program ($300,000).

The ECE Policy Advocacy Fund encompasses three categories of funding: 1) partnership grants to key state and local ECE advocacy organizations, 2) field-building grants to ECE advocacy organizations to increase capacity, and 3) grant funding to support emerging ECE public policy and advocacy-related projects which will support First 5 LA's goal around access to quality, affordable child care and preschool. Funding in FY 2019-20 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 2019-20 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 2019-20, First 5 LA will continue to support the existing KRA communities as well as the additional participating school districts that joined the efforts for additional data collection in mid-FY 18-19– most notably the Los Angeles Unified School District – with implementation of EDI as the KRA tool. 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 also includes a partnership with UNITE-LA as a steward for early childhood in the exploration and development of opportunities to utilize the KRA data and EDI pilot lessons learned to advocate for resources and policy and systems change at the county, state and federal levels, inform a countywide expansion of a common KRA, and engage inhibiting or enabling system-level partners to expand the use of the EDI across LA County communities.

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 2019-20 funds will focus on expanding professional development for ECE educators, access to the mental health system, family engagement practices, and local evaluation efforts. In addition, FY 2019-20 represents year two of three years of funding, therefore, First 5 LA will assist Educare in creating a sustainability plan.

ECE Strategy 2 – QRIS ($15,550,000)

Approximately 94% ($14,600,000) of the FY 2019-20 budgeted resources under the ECE strategy 2 will support the work largely funded by First 5 California's Improve and Maximize Programs so All Children Thrive (IMPACT) program, also known as QRIS Continuous Site Engagement (LAUP). A majority of projected costs in FY 2019-20 will be spent on activities that will focus on assessing and rating the quality of providers, providing quality improvement services, and providing incentives to support the ongoing quality improvement of services, including coaching, training, technical assistance and ratings, as well as providing incentives to support the ongoing quality improvement of sites. In addition, FY 2019-20 costs include expansion sites served via a Request for Qualifications (RFQ) that will be released in early Summer 2019.

Additional resources within Strategy 2 will support the QRIS Architects activities; 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; and continued support of the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County.

ECE Strategy 3 – Professional Development ($1,905,000)

The aim in FY 2019-20 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 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 fourth, and final, 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. PEACH will also continue to work toward reinforcing a pathway in the 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. In the third and final year, the seven ECE Competencies grantees will develop, deliver and refine training that embeds 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, support the ongoing development and refinement of the data system, while also increasing efforts towards integration with existing ECE systems.

ECE – Emerging Opportunities ($127,000)

The ECE emerging opportunity funds are intended to provide flexibility to respond to and implement emerging opportunities that align with the ECE outcome area to help further the organization's strategic goals. With the current local and state political environment – including the Governor's commitment to increased Early Care and Education (ECE) support, the Office for the Advancement of Early Care and Education's (OAECE) strategic plan and new leadership, as well as the governance structure under Quality Start LA – First 5 LA is in a prime position to partner, increase visibility, and leverage resources as early childhood leaders and advocates.

For additional information and detail on the budget amounts and activities anticipated to occur in the ECE outcome area during FY 2019-20, please refer to Attachment C.

Health-Related Systems ($5,697,000)

Activities for FY 2019-20 related to the Health outcome area are transitioning from the planning and development phase to implementation, and include work around the Help Me Grow model, the ongoing First Connections autism and other developmental delays screening project, and knowledge and practice of trauma-informed care, as follows:

HEALTH-RELATED SYSTEMS OUTCOME AREA	Proposed FY 2019-20 Budget	
Strategy 1 - Early Identification and Intervention	$ 4,815,000	85%
Strategy 2 - Trauma-Informed Care	697,000	12%
Emerging Opportunities	185,000	3%
Total Health Outcome Area	**$ 5,697,000**	**100%**

Health Strategy 1 – Early Identification and Intervention ($4,815,000)

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 so that more young children at risk of developmental delays have access to the care they need to thrive. The largest cost-driver in this strategy is the development and co-implementation of the Help Me Grow (HMG) system in LA County. 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 2019-20 resources will focus on the development of strategic partnerships and release for proposals (RFPs) to implement the above-mentioned HMG components and related activities. The HMG-LA Implementation Plan developed over FY 2018-19, coupled with the HMG-LA Recommendation Report “Promoting Young Children’s Optimal Development” from the early planning period in prior years, will inform LA County Department of Public Health’s (LACDPH) (the HMG Organizing Entity) implementation of 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. 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 ($697,000)

In FY 2019-20, First 5 LA will continue to partner with County departments, foundations and key stakeholders to explore opportunities for systems change and use the action plan and environmental scan developed in FY 16-17 to inform implementation of strategies across the 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.

Health – Emerging Opportunities ($185,000)

In addition to the external countywide work, First 5 LA will explore internal and external emerging opportunities that may arise during FY 2019-20 that align with the Health-Related strategies and goals. This includes potential partnerships at varying levels with the LA County Department of Mental Health (DMH), the LA County Department of Health Services (DHS), as well as other internal Early Identification and Intervention (EII) integration opportunities.

For further information and detail on the budget amounts and activities anticipated to occur in the Health outcome area during FY 2019-20, 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.

<u>Policy Agenda/Advocacy ($2,370,000)</u>

First 5 LA invests in key activities to support its work across the four priority outcome areas and to develop/explore issues related to the organization's short and long-term strategic and fiscal goals. 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 First 5 LA's strategic goals and policy agenda. In addition, anticipated work during FY 2019-20 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. Resources formerly included in the Policy Agenda/Advocacy budget to support statewide ECE advocacy activities are included in the ECE Policy Advocacy Fund (PAF) project within the ECE outcome area for FY 2019-20 as the activities

were aligned with the work being executed by ECE PAF. The budget proposes expanding the PAF to incorporate child health and family-strengthening policy.

The FY 19-20 budget also includes an increase in contributions to the First 5 Association to support the capacity of the Association's 501c3 Foundation – the First 5 Center for Children's Policy. These additional Association resources would be used to support the capacity of the Center to play a critical field coordination, convening and collaboration role with child health and developmental activists, which would provide First 5 LA with a platform to advance health and development policy driven by First 5 LA's work in LA County. Additionally, a portion of the First 5 LA funding will be matched by other Foundations to support and develop an early childhood communications hub for California, along with messaging specifically tailored to advancing early childhood policy goals.

Communications ($6,116,000)

In FY 2019-20, the Communications Department will continue to develop and implement strategic communications and marketing plans that engage decision makers, build First 5 LA's brand and reputation among decision makers, parents and communities, elevate awareness and create urgency, support internal communications to help advance the organizations strategic goals and priority focus areas, and support First 5 LA's policy and systems change strategies.

The FY 2019-20 Communications budget is divided across four project areas: Strategic Communications; Strategic Communications Partnerships; Strategic Marketing; and Conference Funding. To improve the spending plan transparency, the former Communications & Marketing budget was divided into three distinct programs: Strategic Communications, Strategic Communications Partnerships and Strategic Marketing. The resources for Strategic Communications support the general marketing and communications for First 5 LA's projects, efforts and initiatives; communication support for department-specific programs, efforts and initiatives; and research and development of communications and marketing strategies. The Strategic Communications Partnerships project resources will focus on building upon previous investments in strategic partnerships to engage decision makers on early care and education and health care delivery systems, as well as supporting a strategic partnership with the First 5 Association and media outlets to engage decision makers, parents and communities, and elevating awareness and creating urgency to support First 5 LA's policy and systems change strategies. The goal of the Strategic Marketing project is to educate the general public on the importance of brain development: to help set the stage for our broader advocacy efforts; motivate and empower both parents and non-parents to become advocates for the healthy development of all children, complementing First 5 LA's efforts to engage decision makers; and to continue to educate the public about the importance of the first five years of life. All communications activities are in service of improving implementation of our short and long-term strategic 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.

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Strategic Partnerships ($1,033,000)

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 2019-20 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.

Included within the Strategic Partnerships investment area is the County Partnerships initiative which 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. These resources will also be used to support projects with County partners, such as the Department of Mental Health's investment to help build the administrative capacity of community-based organizations to compete for county contracts.

Additionally, this initiative is investing $150,000 toward the Bold Vision 2028 project, a philanthropic led effort of grantmakers and civic leaders which seeks to leverage the upcoming 2028 Olympics hosted by Los Angeles by creating a cross-sector collaboration to significantly expand economic vitality and shared prosperity for all Angelinos by 2028, with a focus on improving the outcome for youth of color living in Los Angeles.

Community Engagement and Advocacy ($323,000)

This initiative builds relationships with civic/community organizations, municipalities, school districts and parent/resident leaders throughout the County to create potential leveraging/partnership opportunities that will elevate our communities and advance the policy and system change goals. It also 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 build and maintain relationships with local municipalities and school districts to increase First 5 LA's ability to drive and leverage its resources and partnerships to have greater influence and impact on policy related to our four priority outcome areas and the organization at large. Funds will also be used to establish new and diverse relationships with civic organizations and parent/caregiver leaders that bring rich and diverse voices to the early childhood narrative for purposes of advocacy and communication.

Policy & Strategy – Emerging Opportunities ($50,000)

Emerging opportunity funds are included within the Policy & Strategy Division to aid with the identification of alternate revenue resources as Proposition 10 tobacco tax dollars continue to decline.

See Attachment D, for more information on the budget amounts and activities anticipated by the Policy & Strategy Division in FY 2019-20.

c. Integration & Learning

First 5 LA is anticipating expenditures of approximately $6,212,000 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, inform the development of the next Strategic Plan through the Strategic Plan Refinement (SPR4) process, 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 ongoing 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.

Impact Framework ($400,000)

The Impact Framework will play a key role in FY 2019-20. This measurement, learning and evaluation framework will be utilized to track progress against goals outlined in the strategic plan (current and future) and will help in the advancement towards systems change. All funding related to the Impact Framework – data, reporting tools & practices, staff capacity building, internal and external stakeholder engagement – formerly included in various budgets throughout the organization (e.g. Information Technology's budget) has been centralized in the Impact Framework program budget, resulting in a perceivable increase in cost (from $112,000 in FY 2018-19 to $400,000 in FY 2019-20). These resources will support Phase's II (Measurement Plan) and III (Reporting Plan) of the Impact Framework.

Program Evaluation ($3,078,000)

Of the roughly $6.2 million identified for use to advance internal 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 leading projects, such as Best Start and the Quality Rating and Improvement System (QRIS).

See Attachment E, for more information on the budget amounts and activities anticipated by the Integration & Learning Division in FY 2019-20.

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.

Of the nine (9) legacy investments in FY 2018-19, only four will continue into FY 2019-20 as the other five investments have concluded, consistent with the project terms and internal policy.

Baby Friendly Hospitals ($102,000)

The Baby Friendly Hospitals initiative was approved by the Commission in March 2009 for a total of $10.5 million with the goal of achieving International Baby Friendly designation which indicates that the hospital has met key criteria related to the support of breastfeeding. Although this initiative was projected to end in FY 2018-19, there is one hospital remaining that required additional time to complete an assessment that would designate them as a Baby Friendly Hospital. This initiative is scheduled to end in December 2019.

Black Infant Health ($1,027,000)

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 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 to the BIH Program for five years beginning in FY 2014-15. Although FY 2018-19 marked the fifth year of this program, all three grantees required additional time to achieve the program goals. The remaining award balance, by grantee, will be used to cover the costs in FY 2019-20.

The second project within the Black Infant Health Initiative, the Birth Outcomes and Disparities – Policy and Systems change program, is likely to exhaust the remaining balance of the $500,000 approved by the Commission in November 2013. The purpose of these funds is to support advocacy to address the disparity in positive birth outcomes for African American families. The FY 2019-20 budget reflects a full spend-down of the award.

Little by Little/One Step Ahead ($3,100,000)

The Little by Little/One Step Ahead initiative is a continuing investment intended to improve health, developmental and safety outcomes for newborns in low-income communities for families receiving services through the Women, Infants and Children (WIC) in LA County. The initiative seeks to provide resources that the target population may not otherwise be able to afford, including early literacy and safety awareness education or counseling, along with vouchers for age appropriate books, toys and safety items. In FY 2019-20, the initiative expects to provide services to over 65,000 unique WIC participants throughout the County.

Although the investment was anticipated to end in September 2019, the Board took action in November 2018 to extend the strategic partnership with the Women, Infants and Children program (WIC) through September 30, 2023 and amend the contract for an additional $9,024,757.

D. INTERNAL OPERATIONS (OPERATING BUDGET)

Based on an analysis of historical spending and projected expenditures through June 2019, as well as anticipated needs for FY 2019-20, the budget includes approximately $22.8 million for First 5 LA operating costs.

The $22.8 million represents a decrease of approximately $21,000 or 0.1% from the revised FY 2018-19 Budget, influenced primarily by decreases in almost all cost categories save for Personnel Services and Travel Expenses.

OPERATING COST CATEGORY	FY 2018-19 Budget				Proposed	
	Original		Revised		FY 2019-20 Budget	
Personnel Services	$ 18,024,406	79%	$ 17,765,206	78%	$ 17,867,331	78%
Operating Expenses	1,788,900	8%	$ 1,815,300	8%	1,801,387	8%
Consultant Services	1,532,300	7%	$ 1,732,300	8%	1,715,700	8%
Professional Services	520,552	2%	$ 540,552	2%	512,740	2%
Travel Expenses	422,630	2%	$ 439,430	2%	448,850	2%
Professional Development	560,900	2%	$ 556,900	2%	482,350	2%
Total Operating Costs	**$ 22,849,688**	**100%**	**$ 22,849,688**	**100%**	**$ 22,828,358**	**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 2019-20 Budget changes to personnel are primarily the result of the annual merit salary adjustments offset by a vacancy rate adjustment to account for vacancies throughout the year. At this time, First 5 LA will 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 increases and decreases within individual departmental budgets. The following are highlights of the major spending categories:

Personnel Services

Approximately $17.9 million, or 78.3%, of the total $22.8 million in operating costs is for Personnel Services, which includes salaries and employee benefits. This represents an increase of about $102,000 or 0.6% over the revised FY 2018-19 personnel budget. As mentioned above, this overall increase in personnel is primarily driven by the annual merit-based salary increases and an increase in employee benefits in proportion to increased salaries. 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 2019-20. Of the twenty-three open positions at the time of budget development, three of those vacant positions are budgeted for nine months at 100% compa-ratio, two of vacant positions are budgeted for six months at 100% compa-ratio, and six are budgeted for three months at 100% compa-ratio based on current outreach efforts, position prioritization and anticipated hire dates. Additionally, the total personnel line item costs include a vacancy rate adjustment based on the latest information available at the time of budget development. This vacancy rate adjustment allows the organization to modify the personnel cost calculation by including a downward adjustment to capture the length of vacant positions, outside of the personnel attrition/turnover rate. Staffing needs will be further considered in the context of the strategy refinements and organizational capacity needs that emerge via the Strategic Plan Refinement (SPR4) process. A complete schedule of authorized positions may be found in Attachment B.

Operating Expenses

General operating expenses comprise $1.8 million, or 7.9% of the total operating costs of $22.8 million. This is a net decrease of approximately $14,000 influenced primarily by a $209,000 hardware and software maintenance cost increase informed by the recently completed Information Technology Assessment. This includes costs to support many of the existing functions such as data hosting, the electronic contract management software, BlackBaud Financials, Survey Monkey, HelpDesk, etc., as well as upgrades such as the development and implementation of an advanced budget module, electronic invoicing software, electronic signature software, new Grantmaking software licenses and upgrades to Office 365. This overall increase, as well as a couple other minor increases, is offset by decreases in many other areas such as capital outlay, equipment rents & leases, internal meetings, utilities and telephone costs which were all updated to reflect new contracted savings or were updated to align with historical cost and anticipated need.

Consultant Services

The budget includes approximately $1.7 million for Consultant Services, representing 7.5% of total operating costs and a decrease of approximately $17,000, or 1% from FY 2018-19. These services will be used to support with the design, development and/or implementation of various projects and activities, including the Strategic Plan Refinement (SPR4) process. Consultants will also support in the facilitation of meetings, trainings and workshops, executive recruitment, ergonomic assessments, executive coaching, the implementation of the Enterprise Risk Management (ERM) framework, and other services as needed. Resources are also included in this cost category to solicit support in the organization's journey to instill and promote equity in the activities, strategic goals and work culture.

Professional Services

The budget includes approximately $513,000 to support Professional Services, representing 2.2% of total operating costs and a $28,000 or approximately 5% decrease in funding level compared to the revised FY 2018-19 budget. Resources will fund the First 5 California Association and Professional dues, among others, as well as legal fees, general staff recruitment, commissioner stipends, web-based services, audit fees and miscellaneous bank charges.

Travel and Meeting

Travel and Meetings costs comprise 2.0% of the total operating costs at approximately $449,000, representing an increase from the revised funding level for FY 2018-19, 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 2.1% of the total operating budget, at nearly $483,000. This budget includes a $75,000 reduction in spending, or 13.4%, compared to the revised resources proposed in FY 2018-19. 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 budget for program-specific Professional Development needs. 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 in the short and long-term.

II. REVENUE ASSUMPTIONS

First 5 LA is primarily 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, representing approximately 24-25% 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 Plans (LTFP), Proposition 10 tobacco tax revenue has been steadily decreasing since FY 2004-05 and is projected to continue to decline in future years as fewer people take up smoking. 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) – have resulted in an accelerated rate of decline in tobacco tax revenue in subsequent years. Although the actual rate may vary, this accelerated decline is consistent with the DOF revenue analysis, as is the Proposition 56 tax revenue backfill shortfall for FY 2018-19 and projected shortfall implications for FY 2019-20 revenue. First 5 LA will continue to work with and engage other county Commissions and the State First 5 Association to closely monitor, evaluate and discuss adjustments or significant deviations from DOF projections that may directly impact revenue.

Additionally, as Proposition 10 revenue continues on a downward trend, First 5 LA will maintain efforts to explore alternative revenue generating strategies for the future as well as pursue opportunities to leverage funding from other organizations to support the work of the Commission. Examples of these early pursuits are noted in the alternative revenue sources above and the Targeted Case Management (TCM) leveraged resources are included as part of the Families – Home Visiting investment.

Other revenues include interest earnings, lease revenue, and pass-through programmatic support. Interest earnings, projected to yield approximately $4.5 million in revenue for FY 2019-20, are projected using an estimated 2.0% return on anticipated cash balances. Lease revenue is projected to generate approximately $146,000 in FY 2019-20, 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 the work within the Early Child and Education (ECE) priority outcome area, funding from the Center for the Study of Social Policy (CSSP) in support of Project DULCE, and the County of Los Angeles to process claims for Medi-Cal Administrative Activities (MAA) reimbursement for services to eligible and potentially eligible Medi-Cal clients.

First 5 LA will continue to explore and identify new public and private revenues that could support and advance our strategic goals. Updates to projected revenue will be shared with the Board of Commissioners as part of the next Long-Term Financial Projection process.

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 presented in February 2019 and the impact of revenue decline. As tobacco tax revenues that have supported the work to date continue to decline, 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 2019-20, the Reserve is calculated at $33.4 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 2019-20 Budget do not exceed the remaining balance for these funding allocations, approval of the FY 2019-20 budget amounts for these initiatives will not commit additional dollars. The projected remaining allocation balances as of June 30, 2019 will be brought to the Commission for reaffirmation in June 2019 in conjunction with the approval of the FY 2019-20 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 existing fund balance, although diminishing, is still sufficient to provide the organization with the opportunity to transition to a more sustainable "live within our means" spending approach, with the goal of aligning annual spending with incoming resources and reducing the demand and reliance on fund balance. However, as the Proposition 10 revenue rate of decline is more accelerated than the expenditure rate of decline, the organization is having to reassess costs in the short and long-term, beginning with FY 2019-20. The Strategic Plan Refinement (SPR4) process will be critical in planning for First 5 LA's short and long-term fiscal and programmatic success. Balances for all fund balance categories will not be finalized until the completion of the FY 2018-19 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 because 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 Senior Management Teams 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.

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 $13.5 million, or 10.12% of the total budget. The increase from the previous year's revised 9.66% is due to the overall increase in operational costs and the overall reduction in programmatic expenditures proposed for FY 2019-20.

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 reflective of the ongoing momentum toward advancing the goals established in the 2015-2020 Strategic Plan. However, this budget is also forward-looking. It is reflective of First 5 LA's efforts to improve and align financial goals and estimates with actual need while remaining acutely aware of declining revenues and fund balance. Every year, we revisit and improve our budget planning guardrails and this year is no different. This continued effort reflects our values of learning and accountability; of continuing to be good stewards of public funds. Our goal is to be proactive and not reactive to declining revenues. This is made evident by the increase in partnerships with County

entities, philanthropies and other organizations– the overall goal of which is to leverage and maximize resources, share learnings, and continue to shift our role in LA County from funders to thought partners, with a focus on sustainability, so that we may collectively continue to improve outcomes for children and their families. First 5 LA also endeavors to continue to improve the financial management and reporting practices to effectively communicate the use and progress of the Commission's work. This includes planning for the short-term and long-term, and aligning our strategic goals with our fiscal realities. 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 will continue to strive to take meaningful steps to reach our North Star, that by 2028 all LA County children enter kindergarten ready to succeed in school and life. We are grateful to the Commission for its ongoing leadership and support of First 5 LA's efforts.

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ATTACHMENT B:

FY 2019-20 BUDGET

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

	BUDGET COMPONENT	APPROVED FY 2018-19	PROPOSED ADJUSTMENT	FY 2018-19 REVISED BUDGET	FY 2019-20 PROPOSED BUDGET	VARIANCE $	VARIANCE %
	2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE						
	Strategic Plan Priority Outcome Areas						
1	Families	$ 40,857,000	$ 526,000	$ 41,383,000	$ 39,343,000	$ (2,040,000)	-4.9%
2	Communities	20,976,000	(494,000)	20,482,000	19,470,000	(1,012,000)	-4.9%
3	Early Care & Education Systems	23,261,000	2,532,000	25,793,000	26,046,000	253,000	1.0%
4	Health-Related Systems	3,687,000	-	3,687,000	5,697,000	2,010,000	54.5%
	Sub-total: Strategic Plan Priority Outcome Areas	***$ 88,781,000***	***$ 2,564,000***	***$ 91,345,000***	***$ 90,556,000***	***$ (789,000)***	**-1%**
	Strategic Plan Policy & Strategy Support						
5	Policy Agenda/Advocacy	$ 3,015,000	$ (300,000)	$ 2,715,000	$ 2,370,000	$ (345,000.00)	-12.7%
6	Communications & Marketing	6,121,000	-	6,121,000	5,866,000	(255,000)	-4.2%
7	Communications - Conference Funding	250,000	25,000	275,000	250,000	(25,000)	-9.1%
8	County Partnerships	50,000	115,000	165,000	315,000	150,000	90.9%
9	Strategic Partnership-Cross-Cutting Funder Partnership	745,000	-	745,000	557,000	(188,000)	-25.2%
10	Strategic Partnership-Grantmaking Memberships	41,000	-	41,000	41,000	-	0.0%
11	Strategic Partnership-Partnership Development	160,000	-	160,000	120,000	(40,000)	-25.0%
12	Community Engagement and Advocacy	256,000	(95,000)	161,000	323,000	162,000	N/A
13	Policy & Strategy - Emerging Opportunities	75,000	-	75,000	50,000	(25,000)	-33.3%
	Sub-total: Strategic Plan Policy & Strategy Support	***$ 10,713,000***	***$ (255,000)***	***$ 10,458,000***	***$ 9,892,000***	***$ (566,000)***	**-5%**
	Integration & Learning						
14	Communities of Practice	$ 35,000	$ 96,000	$ 131,000	$ 131,000	$ -	0.0%
15	Data Development and Integration	975,000	-	975,000	935,000	(40,000)	-4.1%
16	Data Partnership with Funders	850,000	-	850,000	850,000	-	0.0%
17	Grantee Assessment	75,000	-	75,000	40,000	(35,000)	-46.7%
18	Impact Framework	112,000	-	112,000	400,000	288,000	N/A
19	Knowledge Management	178,000	-	178,000	178,000	-	N/A
20	Learning Plan Development	200,000	-	200,000	600,000	400,000	200.0%
21	Oranizationl-Wide Investment	96,000	(96,000)	-	-	-	#DIV/0!
22	Program Evaluation	3,320,000	-	3,320,000	3,078,000	(242,000)	-7.3%
23	Integration & Learning - Emerging Opportunities	100,000	-	100,000	-	(100,000)	-100.0%
	Sub-total Integration & Learning	**$ 5,941,000**	**$ -**	**$ 5,941,000**	**$ 6,212,000**	**$ 271,000**	**5%**
	TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE	**$ 105,435,000**	**$ 2,309,000**	**$ 107,744,000**	**$ 106,660,000**	**$ (1,084,000)**	**-1%**
	LEGACY INVESTMENTS						
24	At-Risk Fathers Investment	$ 295,000	$ -	$ 295,000	$ -	$ (295,000)	-100.0%
25	Baby Friendly Hospitals	150,000	-	150,000	102,000	(48,000)	-32.0%
26	Black Infant Health	1,863,000	-	1,863,000	1,027,000	(836,000)	-44.9%
27	Children's Dental Care	372,000	-	372,000	-	(372,000)	-100.0%
28	Information Resource and Referral	620,000	620,000	1,240,000	-	(1,240,000)	-100.0%
29	Little by Little/One Step Ahead	3,925,000	(425,000)	3,500,000	3,100,000	(400,000)	-11.4%
30	Parent Child Interaction Therapy	4,428,000	(257,000)	4,171,000	-	(4,171,000)	-100.0%
31	Policy Advocacy Fund	55,000	-	55,000	-	(55,000)	-100.0%
	TOTAL LEGACY INVESTMENTS	**$ 11,708,000**	**$ (62,000)**	**$ 11,646,000**	**$ 4,229,000**	**$ (7,417,000)**	**-64%**
	TOTAL FIRST 5 LA PROGRAM BUDGET	$ 117,143,000	$ 2,247,000	$ 119,390,000	$ 110,889,000	$ (8,501,000)	-7.1%

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENTS	FY 2018-19 REVISED BUDGET	FY 2019-20 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	$ 8,572,000	$ 648,000	$ 9,220,000	$ 9,404,000	$ 184,000	2%
	Universal Assessment of Newborns - Welcome Baby Hospitals	10,511,000	837,000	11,348,000	11,574,000	226,000	2%
	Select Home Visiting Programs	13,572,000	(153,000)	13,419,000	11,102,000	(2,317,000)	-17%
	Family Strengthening Oversight Entity	3,577,000	200,000	3,777,000	3,600,000	(177,000)	-5%
	Home Visiting Compensation and Turnover Analysis	200,000	(155,000)	45,000	62,000	17,000	38%
	Home Visiting Sustainability Support in Health Systems	120,000		120,000	120,000	-	0%
	Home Visiting Sustainability Support in Mental Health Systems	25,000		25,000	75,000	50,000	200%
	LAC Perinatal and Early Childhood Home Visiting Consortium	26,000	(26,000)	-	50,000	50,000	100%
	MAMA's Visits Home Visiting Program Training and T.A. Support	334,000	(30,000)	304,000	304,000	-	0%
	Stronger Families Database	947,000	(240,000)	707,000	800,000	93,000	13%
	Targeted Case Management Implementation Support	200,000	(55,000)	145,000	184,000	39,000	27%
	Welcome Baby Implementation and Outcomes Evaluation	238,000		238,000	-	(238,000)	-100%
Families Strategy 2 - Family Engagement	Abriendo Puertas	1,100,000	(160,000)	940,000	1,093,000	153,000	16%
	Project Dulce	1,215,000	(340,000)	875,000	955,000	80,000	9%
	Family Engagement Learning Community Support	20,000		20,000	20,000	-	0%
Families - Emerging Opportunities	Emerging Opportunities - Families Outcome Area	200,000		200,000	-	(200,000)	-100%
Sub-total Families		**$ 40,857,000**	**$ 526,000**	**$ 41,383,000**	**$ 39,343,000**	**$ (2,040,000)**	**-4.9%**
Communities							
Communities Strategy 1 - Community Leadership & Collaboration	Center for the Study of Social Policy (CSSP)	572,000		572,000	-	(572,000)	-100%
	Neighborhood Action Councils	2,250,000		2,250,000	1,913,000	(337,000)	-15%
	Region 1 Central-East Regional Network	4,236,000		4,236,000	4,074,000	(162,000)	-4%
	Region 2 SLA Regional Network	4,710,000		4,710,000	5,293,000	583,000	12%
	Region 3 SFV Regional Network	2,248,000		2,248,000	1,998,000	(250,000)	-11%
	Region 4 Port Cities Regional Network	2,198,000		2,198,000	2,048,000	(150,000)	-7%
	Region 5 AV Regional Network	2,068,000		2,068,000	1,998,000	(70,000)	-3%
Communities Strategy 2 - Coordinated Services & Supports	Network Capacity Building	503,000	(180,000)	323,000	273,000	(50,000)	-15%
Communities Strategy 3 - Built Environment Policy & Advocacy	Built Environment Policy Advocacy Fund	750,000	(300,000)	450,000	750,000	300,000	67%
	Food Security	-		-	125,000	125,000	100%
	Link Advocates Government Family and Parks (Link)	300,000		300,000	300,000	-	0%
	Legacy Investments	206,000		206,000	-	(206,000)	-100%
Communities - Cross-Strategy Investments	Learning Consortium	518,000	(194,000)	324,000	300,000	(24,000)	-7%
	Data and Learning	-	180,000	180,000	54,000	(126,000)	-70%
	Integrated Transition Planning (ITP)	63,000		63,000	-	(63,000)	-100%
	Leveraging Opportunities Fund	-		-	200,000	200,000	100%
	Stakeholder Engagement	104,000		104,000	144,000	40,000	38%
Communities - Emerging Opportunities	Emerging Opportunities - Communities Outcome Area	250,000		250,000	-	(250,000)	-100%
Sub-total Communities		**$ 20,976,000**	**$ (494,000)**	**$ 20,482,000**	**$ 19,470,000**	**$ (1,012,000)**	**-4.9%**
Early Care & Education (ECE) Systems							
ECE Strategy 1 - Policy/Advocacy	ECE Policy Advocacy Fund	$ 3,000,000	$ 300,000	$ 3,300,000	$ 3,300,000	$ -	0%
	Educare Policy and Advocacy	300,000	81,000	381,000	300,000	(81,000)	-21%
	Kindergarten Readiness Assessment	1,945,000	1,644,000	3,589,000	4,864,000	1,275,000	36%
ECE Strategy 2 - QRIS	Early Childhood Educators Improving Quality (CCALA)	141,000	71,000	212,000	-	(212,000)	-100%
	QRIS Architects Group and Systems Planning	463,000	(25,000)	438,000	200,000	(238,000)	-54%
	QRIS Continuous Site Engagement	13,702,000	631,000	14,333,000	14,600,000	267,000	2%
	QRIS Database	895,000	(245,000)	650,000	650,000	-	0%
	Shared Services Support	200,000		200,000	100,000	(100,000)	-50%
ECE Strategy 3 - Professional Development	Early Childhood Education Credential Advocacy Project	700,000		700,000	600,000	(100,000)	-14%
	Early Childhood Educator Competencies Curriculum Project	700,000		700,000	640,000	(60,000)	-9%
	ECE Financial Assessment	150,000		150,000	-	(150,000)	-100%
	ECE Workforce Registry	665,000		665,000	665,000	-	0%
ECE - Emerging Opportunities	Emerging Opportunities - ECE Outcome Area	400,000	75,000	475,000	127,000	(348,000)	-73%
Sub-total ECE		**$ 23,261,000**	**$ 2,532,000**	**$ 25,793,000**	**$ 26,046,000**	**$ 253,000**	**1.0%**
Health-Related Systems							
Health Strategy 1 - Early Identification and Intervention	Help Me Grow	$ 1,660,000		$ 1,660,000	$ 3,865,000	$ 2,205,000	133%
	First Connections	950,000		950,000	950,000	-	0.0%
Health Strategy 2 - Trauma-Informed Care	Trauma-Informed Care	827,000		827,000	697,000	(130,000)	-15.7%
Health - Emerging Opportunities	Emerging Opportunities - Health Outcome Area	250,000		250,000	185,000	(65,000)	-26%
Sub-total Health		**$ 3,687,000**	**$ -**	**$ 3,687,000**	**$ 5,697,000**	**$ 2,010,000**	**54.5%**
Sub-Total: Priority Outcome Areas		**$ 88,781,000**	**$ 2,564,000**	**$ 91,345,000**	**$ 90,556,000**	**$ (789,000)**	**-1%**

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENTS	FY 2018-19 REVISED BUDGET	FY 2019-20 PROPOSED BUDGET	VARIANCE $	VARIANCE %
Strategic Plan Policy & Strategy Support							
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	$ 130,000	$ -	$ 130,000	$ 130,000	$ -	0.0%
	State Policy and Sustainability Advocate	440,000		440,000	440,000	-	0.0%
	Strategic Plan Advocacy Strategies	2,445,000	(300,000)	2,145,000	1,800,000	(345,000)	-16.1%
Communications & Marketing	Strategic Communications	6,121,000		6,121,000	2,875,000	(3,246,000)	-4.2%
	Strategic Communications Partnerships				861,000	861,000	
	Strategic Marketing				2,130,000	2,130,000	
Communications - Conference Funding	Conference Funding	250,000	25,000	275,000	250,000	(25,000)	-9.1%
County Partnerships	Bold Vision				150,000	150,000	100.0%
	County Partnership Fund	50,000	115,000	165,000	165,000	-	0.0%
Strategic Partnership - Cross-Cutting Funder Partnership	Sector Partnership Development	450,000		450,000	380,000	(70,000)	-15.6%
	LA Funders Collaborative	20,000		20,000	25,000	5,000	25.0%
	LA-N-Sync	25,000		25,000	25,000	-	0.0%
	Los Angeles Area Chamber of Commerce	40,000		40,000	30,000	(10,000)	-25.0%
	Los Angeles Partnership for Early Childhood Investment	25,000		25,000	30,000	5,000	20%
	Southern California Grantmakers (SCG)	85,000		85,000	67,000	(18,000)	-21%
	Southern California Grantmakers (SCG)/Center for Strategic Public Private Partnerships (CSPPP)	100,000		100,000	-	(100,000)	-100.0%
Strategic Partnership - Grantmaking Memberships	Grantmaking Memberships	41,000		41,000	41,000	-	0.0%
Strategic Partnership - Partnership Development	Consulting	100,000		100,000	80,000	(20,000)	-20%
	Convenings	60,000		60,000	40,000	(20,000)	-33%
Community Engagement and Advocacy	Parent and Caregiver Advisory Council	103,000	(103,000)	-	-	-	N/A
	Parent Advocacy and Engagement	153,000	(77,000)	76,000	153,000	77,000	101%
	Municipalities Engagement	-	85,000	85,000	170,000	85,000	100%
Policy & Strategy - Emerging Opportunities	Emerging Opportunities - Policy & Strategy	75,000		75,000	50,000	(25,000)	-33%
Sub-Total: Strategic Plan Policy & Strategy Support		**$ 10,713,000**	**$ (255,000)**	**$ 10,458,000**	**$ 9,892,000**	**$ (566,000)**	**-5.4%**
INTEGRATION & LEARNING							
Communities of Practice	External Partner Learning	$ 7,000	$ 86,000	$ 93,000	$ 93,000	$ -	0%
	Learning Advisory Committee	10,000	10,000	20,000	20,000	-	0%
	Organization-wide Learning	18,000		18,000	18,000	-	0%
Data Development and Integration	Data Analytics	25,000		25,000	25,000	-	0%
	Data Consultant	90,000		90,000	90,000	-	0%
	Data Requests	5,000		5,000	5,000	-	0%
	Dissemination	15,000		15,000	-	(15,000)	-100%
	First 5 LA Contracts and Grants Program Reporting Database	75,000		75,000	50,000	(25,000)	-33%
	Indicator Development	165,000		165,000	165,000	-	0%
	WIC Data Mining Research Partnership	600,000		600,000	600,000	-	0%
Data Partnership with Funders	Children's Data Network (CDN)	850,000		850,000	850,000	-	0%
Grantee Assessment	Grantee Perception Report	75,000.00		75,000	40,000	(35,000)	-47%
Impact Framework	Impact Framework	112,000		112,000	400,000	288,000	257%
Knowledge Management	Knowledge Management	178,000		178,000	178,000	-	0%
Learning Plan Development	Cross Outcomes/Strategy Area	100,000		100,000	500,000	400,000	400%
	ECE Outcome Area	50,000		50,000	50,000	-	0%
	Health Systems Outcome Area	50,000		50,000	50,000	-	0%
Organizational-wide Investment	Investment Process	96,000	(96,000)	-	-	-	N/A
Program Evaluation	Best Start Learning Agenda	800,000	(260,000)	540,000	540,000	-	0%
	Early Identification and Intervention - Autism and Other Developmental Delays Evaluation	-	100,000	100,000	100,000	-	0%
	Obesity Prevention & Nutrition Collective Impact Evaluation	600,000		600,000	-	(600,000)	-100%
	Quality Rating and Improvement System Evaluation	300,000	260,000	560,000	1,018,000	458,000	82%
	Welcome Baby Impact Study	1,620,000	(100,000)	1,520,000	1,420,000	(100,000)	-7%
Integration & Learning - Emerging Opportunities	Emerging Opportunities - Integration & Learning	100,000.00	-	100,000	-	(100,000)	-100%
Sub-total Integration & Learning		**$ 5,941,000**	**$ -**	**$ 5,941,000**	**$ 6,212,000**	**$ 271,000**	**4.6%**
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		**$ 105,435,000**	**$ 2,309,000**	**$ 107,744,000**	**$ 106,660,000**	**$ (1,084,000)**	**-1%**
LEGACY INVESTMENTS							
At-Risk Fathers Investment	At-Risk Fathers Investment	$ 295,000	$ -	$ 295,000	$ -	$ (295,000)	-100%
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 4	150,000		150,000	102,000	(48,000)	-32%
Black Infant Health	Birth Outcomes and Disparities – Policy and Systems Change	400,000		400,000	165,000	(235,000)	-59%
	Black Infant Health Program	1,463,000		1,463,000	862,000	(601,000)	-41%
Children's Dental Care	Children's Dental Care Program	372,000		372,000	-	(372,000)	-100%
Information Resource and Referral	211 LA County	620,000	620,000	1,240,000	-	(1,240,000)	-100%
Little by Little/One Step Ahead	Little by Little/One Step Ahead Program	3,925,000	(425,000)	3,500,000	3,100,000	(400,000)	-11%
Parent Child Interaction Therapy	Parent Child Interaction Therapy	4,428,000	(257,000)	4,171,000	-	(4,171,000)	-100%
Policy Advocacy Fund	Policy Advocacy Fund Technical Assistance Provider	55,000		55,000		(55,000)	-100%
TOTAL LEGACY INVESTMENTS		**$ 11,708,000**	**$ (62,000)**	**$ 11,646,000**	**$ 4,229,000**	**$ (7,417,000)**	-64%
TOTAL FIRST 5 LA PROGRAM BUDGET		$ 117,143,000	$ 2,247,000	$ 119,390,000	$ 110,889,000	$ (8,501,000)	-7.1%

OPERATING COSTS SUMMARY FY 2019-20

		FY 2018-19			FY 2019-20						
		Revised Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Programs	Policy & Strategy	Integration & Learning	Proposed Budget	Variance from FY 2018-19
Personnel Services											
Salaries											
	Total Salaries	13,803,286	11,776,496	2,026,790	929,871	3,205,266	5,265,715	3,084,089	1,551,061	14,036,002	232,716
	Total Employee Benefits	3,961,920	3,533,653	428,267	255,191	886,306	1,490,681	913,808	385,029	3,931,015	(30,905)
		-									-
	Total Personnel Services	**17,765,206**	**15,310,149**	**2,455,057**	**1,185,062**	**4,091,572**	**6,756,396**	**3,997,897**	**1,936,090**	**17,867,331**	**102,125**
		-									
Operating Services		-									
		-									
6205	ADP-Payroll	38,000	28,278	9,722	-	38,000	-	-	-	38,000	-
6210	Worker's Compensation Insurance	65,000	63,139	1,861	-	65,000	-	-	-	65,000	-
6215	Utilities	165,000	155,424	9,576	-	138,000	-	-	-	138,000	(27,000)
6220	Corporate Insurance	75,000	31,000	44,000	-	75,000	-	-	-	75,000	-
6225	Mileage, Parking and Other Transporation	63,950	21,569	42,381	5,800	2,450	22,980	16,500	2,250	49,980	(13,970)
6230	Telephone	67,000	57,621	9,379	-	55,800	-	-	-	55,800	(11,200)
6235	Cell Phone & Mobile Devices	53,500	33,332	20,168	1,800	4,900	28,900	15,600	600	51,800	(1,700)
6240	Outside Printing & Publishing	22,000	18,422	3,578	-	3,000	-	17,500	-	20,500	(1,500)
6245	Other Supplies	20,250	16,148	4,102	250	20,000	-	-	-	20,250	-
6250	Postage & Delivery	13,200	13,200	-	-	13,200	-	-	-	13,200	-
6255	Educational Supplies	7,100	1,903	5,197	-	1,000	2,000	900	-	3,900	(3,200)
6260	Office Supplies	87,500	62,848	24,652	7,000	50,500	7,720	11,450	5,400	82,070	(5,430)
6265	Subscriptions & Publications	21,000	4,158	16,842	-	2,850	2,005	14,100	2,200	21,155	155
6270	Capital Outlay	191,000	191,000	-	-	134,500	-	-	-	134,500	(56,500)
6275	Equipment-Rents & Leases	119,000	73,562	45,438	-	55,000	-	-	-	55,000	(64,000)
6280	Building Repair & Maintenance	192,000	192,000	-	-	182,000	-	-	-	182,000	(10,000)
6285	Equipment Repairs & Maintenance	24,000	20,000	4,000	-	11,000	2,000	-	-	13,000	(11,000)
6290	Offsite Storage	34,400	17,413	16,987	-	11,500	-	23,652	-	35,152	752
6295	Hardware & Software Maintenance	244,300	203,262	41,038	-	449,480	-	3,000	-	452,480	208,180
6300	Miscellaneous/Contingency	75,000	-	75,000	50,000	20,000	-	-	-	70,000	(5,000)
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-	-	-
6310	Internal Meetings	137,100	86,612	50,488	15,000	20,100	38,500	36,000	15,000	124,600	(12,500)
6315	Divisional Capacity Building	100,000		100,000	25,000		25,000	25,000	25,000	100,000	-
	Total Operating Services	**1,815,300**	**1,290,891**	**524,409**	**104,850**	**1,353,280**	**129,105**	**163,702**	**50,450**	**1,801,387**	**(13,913)**
					-			-	-		
Consultant Services					-			-	-		
					-			-	-		
6410	Consultant Fees	1,414,800	888,203	526,598	186,000	733,300	253,000	15,000	185,400	1,372,700	(42,100)
6420	Other Professional Fees	315,000	315,000	-	-	342,000	-	-	-	342,000	27,000
6430	External Reviewers	2,500	450	2,050	-	1,000	-	-	-	1,000	(1,500)
	Total Consultant Services	**1,732,300**	**1,203,653**	**528,648**	**186,000**	**1,076,300**	**253,000**	**15,000**	**185,400**	**1,715,700**	**(16,600)**
					-	-	-	-	-		
Professional Services					-	-	-	-	-		
					-	-	-	-	-		
6510	Audit	80,000	61,000	19,000	-	80,000	-	-	-	80,000	-
6520	Legal Fees	175,000	78,392	96,608	175,000	-	-	-	-	175,000	-
6540	Professional Dues	123,552	21,665	101,888	78,000	23,650	7,040	4,200	12,850	125,740	2,188
6550	Staff Recruitment	25,000	5,060	19,940	-	20,000	-	-	-	20,000	(5,000)
6560	Commissioners Stipends	30,000	24,000	6,000	30,000	-	-	-	-	30,000	-
6570	Web-Based Services	75,000	14,482	60,518	-	50,000	-	-	-	50,000	(25,000)
6580	Bank & Other Service Charges	32,000	32,000	-	-	32,000	-	-	-	32,000	-
	Total Professional Services	**540,552**	**236,599**	**303,953**	**283,000**	**205,650**	**7,040**	**4,200**	**12,850**	**512,740**	**(27,812)**
					-	-	-	-	-		
Travel Expenses					-	-	-	-	-		
					-	-	-	-	-		
6610	Airfare	172,380	108,517	63,863	6,000	13,200	45,700	93,800	17,800	176,500	4,120
6620	Lodging	161,200	61,082	100,118	5,000	19,900	47,500	58,500	33,000	163,900	2,700
6640	Per Diem	77,200	41,149	36,051	3,500	9,000	21,200	32,000	12,800	78,500	1,300
6650	Other Travel Expense	28,650	12,872	15,778	500	3,250	7,800	9,000	9,400	29,950	1,300
	Total Travel Expenses	**439,430**	**223,620**	**215,810**	**15,000**	**45,350**	**122,200**	**193,300**	**73,000**	**448,850**	**9,420**
					-	-	-	-	-		
Professional Development					-	-	-	-	-		
					-	-	-	-	-		
6810	Training Materials & Supplies	12,500	5,392	7,108	-	6,000	900	2,600	-	9,500	(3,000)
6820	Internal Training	94,400	10,000	84,400	-	60,000	3,000	30,400	1,000	94,400	-
6830	Leadership Programs	102,000	5,265	96,735	-	63,000	-	-	-	63,000	(39,000)
6840	Conference Registrations	206,000	88,246	117,754	6,000	40,750	63,500	61,000	39,900	211,150	5,150
6850	External Education/Training	142,000	34,333	107,667	-	25,000	25,000	34,700	19,600	104,300	(37,700)
	Total Professional Development	**556,900**	**143,236**	**413,664**	**6,000**	**194,750**	**92,400**	**128,700**	**60,500**	**482,350**	**(74,550)**
					-	-	-	-	-		
	Total OPERATING EXPENSES	**22,849,688**	**18,408,149**	**4,441,539**	**1,779,912**	**6,966,902**	**7,360,141**	**4,502,799**	**2,318,290**	**22,828,358**	**(21,330)**

First 5 LA
FY 2019-20 Operating Budget
Administrative Limit Calculation

Departmental Budgets:		
Administration Division	$	702,813
Board of Commissioners		89,050
Communications		1,188,515
Contract Administration & Purchasing		1,186,329
Executive		1,690,862
Facilities Management		781,700
Finance		1,398,684
Human Resources & Talent Mgmt.		1,293,418
Information Technology		1,603,958
Integration & Learning Division[1]		409,339
Policy & Strategy Division[2]		412,033
Programs Division[3]		681,083
Salary & Benefits[4]:		
Communities		272,693
Community Relations		188,524
Early Care & Education		218,711
Family Supports		196,523
Health Systems		246,958
Integration & Learning		225,007
Measurement, Learning & Evaluation		213,880
Public Policy & Government Affairs		263,039
Strategic Partnerships		268,070
Total FY 2019-20 Administrative Budget	**$**	**13,531,189**
Total FY 2019-20 Operating Budget		22,828,358
Total FY 2019-20 Program Budget		110,889,000
Total FY 2019-20 Budget	**$**	**133,717,358**
Administrative Cost Percentage		**10.12%**

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 1 Position and interns were excluded in the calculation of the division's total budget.
4. Directors and Administrative Assistants only.

FIRST 5 LA
SCHEDULE OF AUTHORIZED POSITIONS

Division/Department	FY 2018-19		FY 2019-20		
	Authorized Positions[1]	Filled Positions as of March 2019	Baseline	Addition/Deletion	Total
Executive					
Operations	8	5	8	0	8
Administration Division					
Administration	4	4	4	0	4
Contract Administration & Purchasing	10	9	10	0	10
Facilities Management	0	0	0	0	0
Finance	9	9	9	0	9
Human Resources & Talent Management	4	3	4	0	4
Information Technology	5	3	5	0	5
Integration & Learning Division					
Integration & Learning Division Support	4	2	4	0	4
Integration & Learning	7	6	7	0	7
Measurement, Learning & Evaluation	6	5	6	0	6
Policy & Strategy Division					
Policy & Strategy Division Support	3	3	3	0	3
Communications	10	8	10	0	10
Community Relations	5	5	5	0	5
Public Policy and Government Affairs	9	8	9	0	9
Strategic Partnerships	7	6	7	0	7
Programs Division					
Programs Division Support	2	2	2	0	2
Communities	23	18	23	0	23
Early Care & Education	10	9	10	0	10
Family Supports	12	12	12	0	12
Health Systems	10	8	10	0	10
	148	125	148	0	148

1) Temporary employees are not included in the FTE count.

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ATTACHMENT C:

PROGRAMS DIVISION – DETAIL BY PROGRAM AND OPERATING COSTS

PROGRAMS DIVISION SUMMARY FY 2019-20

		FY 2018-19	FY 2019-20						
		Revised Budget	Programs Division	Communities	Early Care & Education	Family Supports	Health Systems	Approved Budget	Variance from FY 2017-18
Personnel Services									
Salaries									
	Total Salaries	5,015,669	570,804	1,832,163	803,315	1,125,430	846,162	5,177,874	162,205
	Total Employee Benefits	1,499,088	79,019	580,490	233,122	356,658	229,547	1,478,836	(20,252)
	Total Personnel Services	**6,514,757**	**649,823**	**2,412,653**	**1,036,437**	**1,482,088**	**1,075,709**	**6,656,710**	**141,953**
Operating Services									
6205	ADP-Payroll	-	-	-	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-	-	-	-
6215	Utilities	-	-	-	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	36,000	500	15,000	2,040	4,000	1,440	22,980	(13,020)
6230	Telephone	-	-	-	-	-	-	-	-
6235	Cell Phone & Mobile Devices	18,400	600	11,500	4,800	7,200	4,800	28,900	10,500
6240	Outside Printing & Publishing	-	-	-	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-	-	-	-
6255	Educational Supplies	2,000	-	2,000	-	-	-	2,000	-
6260	Office Supplies	9,400	1,500	3,000	1,020	1,000	1,200	7,720	(1,680)
6265	Subscriptions & Publications	2,550	250	500	255	500	500	2,005	(545)
6270	Capital Outlay	-	-	-	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-	-	-	-
6285	Equipment Repairs & Maintenance	2,000	-	2,000	-	-	-	2,000	-
6290	Offsite Storage	-	-	-	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-
6310	Internal Meetings	40,000	5,500	20,000	6,000	4,000	3,000	38,500	(1,500)
6315	Divisional Capacity Building	-	25,000	-	-	-	-	25,000	25,000
	Total Operating Services	**110,350**	**33,350**	**54,000**	**14,115**	**16,700**	**10,940**	**129,105**	**18,755**
Consultant Services									
6410	Consultant Fees	266,000	190,000	25,000	35,000	-	3,000	253,000	(13,000)
6420	Other Professional Fees	-	-	-	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-	-	-	-
	Total Consultant Services	**266,000**	**190,000**	**25,000**	**35,000**	**-**	**3,000**	**253,000**	**(13,000)**
Professional Services									
6510	Audit	-	-	-	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-	-	-	-
6540	Professional Dues	7,100	-	2,000	2,040	2,000	1,000	7,040	(60)
6550	Staff Recruitment	-	-	-	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-	-	-	-
	Total Professional Services	**7,100**	**-**	**2,000**	**2,040**	**2,000**	**1,000**	**7,040**	**(60)**
Travel Expenses									
6610	Airfare	42,980	2,500	8,000	18,000	12,000	5,200	45,700	2,720
6620	Lodging	44,500	1,500	8,000	10,000	17,000	11,000	47,500	3,000
6640	Per Diem	20,700	1,000	5,000	6,000	5,000	4,200	21,200	500
6650	Other Travel Expense	6,800	-	4,000	1,000	1,000	1,800	7,800	1,000
	Total Travel Expenses	**114,980**	**5,000**	**25,000**	**35,000**	**35,000**	**22,200**	**122,200**	**7,220**
Professional Development									
6810	Training Materials & Supplies	900	-	-	500	400	-	900	-
6820	Internal Training	3,000	-	-	3,000	-	-	3,000	-
6830	Leadership Programs	-	-	-	-	-	-	-	-
6840	Conference Registrations	64,100	1,500	20,300	8,500	16,200	17,000	63,500	(600)
6850	External Education/Training	10,000	23,000	-	-	2,000	-	25,000	15,000
	Total Professional Development	**78,000**	**24,500**	**20,300**	**12,000**	**18,600**	**17,000**	**92,400**	**14,400**
	Total OPERATING EXPENSES	**7,091,187**	**902,673**	**2,538,953**	**1,134,592**	**1,554,388**	**1,129,849**	**7,260,455**	**169,268**

Programs Division Support

PROGRAMS DIVISION SUPPORT

Authorized Positions

Vice President, Programs	1
Executive Assistant & Division Coordinator	1
Total	**2**
Strategic Plan Project Manager (Limited Term)	1
Senior Strategic Advisor (Temporary)	1

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 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	511,123	466,123	424,620	570,804	104,681
	Total Employee Benefits	81,365	81,365	65,928	79,019	(2,346)
	Total Personnel Services	**592,488**	**547,488**	**490,548**	**649,823**	**102,335**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	500	500	500	500	-
6230	Telephone	-	-			-
6235	Cell Phone & Mobile Devices	300	300		600	300
6240	Outside Printing & Publishing	-	-			-
6245	Other Supplies	-	-			-
6250	Postage & Delivery	-	-			-
6255	Educational Supplies	-	-			-
6260	Office Supplies	1,500	1,500	163	1,500	-
6265	Subscriptions & Publications	250	250		250	-
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	2,500	5,500	4,742	5,500	-
6315	Divisional Capacity Building	25,000	22,000	-	25,000	3,000
	Total Operating Services	**30,050**	**30,050**	**5,405**	**33,350**	**3,300**
Consultant Services						
6410	Consultant Fees	35,000	236,000	36,000	190,000	(46,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**35,000**	**236,000**	**36,000**	**190,000**	**(46,000)**
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	2,000	2,000	1,504	2,500	500
6620	Lodging	1,500	1,500	1,733	1,500	-
6640	Per Diem	1,500	1,500	-	1,000	(500)
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**5,000**	**5,000**	**3,237**	**5,000**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-		-
6820	Internal Training	-	-	-		-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	1,500	1,500	1,522	1,500	-
6850	External Education/Training	8,000	8,000	-	23,000	15,000
	Total Professional Development	**9,500**	**9,500**	**1,522**	**24,500**	**15,000**
	Total OPERATING EXPENSES	**672,038**	**828,038**	**536,712**	**902,673**	**74,635**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Programs Division Support	$672,038.00	$902,673.00	34.32%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$511,123.00	$570,804.00	11.67%

Description

Social Security Tax	$81,365.00	$79,019.00	-2.88%

Description

Mileage, Parking and Other Transportation	$500.00	$500.00	0.00%

Description

Provides mileage reimbursement and both street and structure parking for VP when private vehicle is used, as well as covering Uber/ride share fees for VP when traveling for business.

Cell Phone & Mobile Devices	$300.00	$600.00	100.00%

Description

Provides for up to $50 per month for eligible employees.

Office Supplies	$1,500.00	$1,500.00	0.00%

Description

For the department staff's general office supply needs and services such as notebooks, pens, and printing supplies

Subscriptions & Publications	$250.00	$250.00	0.00%

Description

Provides for anticipated purchases of subscriptions and publications for department staff.

Internal Meetings	$2,500.00	$5,500.00	120.00%

Description

Provides for expenses related to division community and leadership meetings attended and hosted by program division staff.

Division Capacity Building	$25,000.00	$25,000.00	0.00%

Description

Provides for division-wide learning sessions and staff development such as the division sponsored learning series. Anticipated costs include transportation, materials, and honorariums for speakers.

Consultant Fees	$35,000.00	$190,000.00	442.85%

Description

Provides funds for anticipated needs for technical assistance from consultants including Gina Airey Consulting, Learning for Action, and Ben Gibbs. Consultants will continue work on the SPR4 and the division Business Plan, and all hours and rates are comparable for services.

Airfare	$2,000.00	$2,500.00	25.00%

Description

Provides for airfare to and from professional conferences outside of the Los Angeles area for division VP

Lodging	$1,500.00	$1,500.00	0.00%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	$1,500.00	$1,000.00	-33.33%

Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Conference/Training Registrations	$1,500.00	$1,500.00	0.00%

Description

Provides for registration expenses for professional conferences.

External Education/Training	$8,000.00	$23,000.00	187.50%

Description

Provides funds for opportunities for professional development and training for staff. $8,000 will be used for VP of division to attend a leadership development session. $25,000 will be used for a three day facilitation training for 24 participants to occur over the summer of 2019.

Families Supports

FAMILY SUPPORTS

Authorized Positions

Director	1
Senior Program Officers	3
Program Officers	7
Program Associates	1
Total	**12***

**The Family Supports Department shares a Program Assistant (.5FTE) with the Early Care and Education (ECE) Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the ECE Department budget.*

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.

FAMILY SUPPORTS

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:

- Home Visiting – Program Optimization
- Home Visiting – Sustainability
- Family Engagement in ECE and Health Settings

Each stream is led by a Senior Program Officer that reports to the Director of Family Supports. Five full-time program officers and one part-time temporary program officer 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 four legacy investments. The department is responsible for the oversight of 55 grants and the receipt of three grants – two of which are related to the Project DULCE initiative and one of which is a grant from the Pritzker Foundation to support efforts to reduce disparities in infant mortality for African-American babies.

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FAMILY SUPPORTS

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	1,136,503	1,136,503	825,564	1,125,430	(11,073)
	Total Employee Benefits	362,054	362,054	265,421	356,658	(5,396)
	Total Personnel Services	**1,498,557**	**1,498,557**	**1,090,985**	**1,482,088**	**(16,469)**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Transporation	4,000	4,000	2,416	4,000	-
6230	Telephone	-	-			-
6235	Cell Phone & Mobile Devices	2,400	2,400	3,600	7,200	4,800
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	1,500	1,500	420	1,000	(500)
6265	Subscriptions & Publications	500	500	728	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	5,500	5,500	1,235	4,000	(1,500)
	Total Operating Services	**13,900**	**13,900**	**8,399**	**16,700**	**2,800**
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	12,000	12,000	3,300	12,000	-
6620	Lodging	20,000	20,000	9,684	17,000	(3,000)
6640	Per Diem	4,000	4,000	4,370	5,000	1,000
6650	Other Travel Expense	-	-	382	1,000	1,000
	Total Travel Expenses	**36,000**	**36,000**	**17,736**	**35,000**	**(1,000)**
Professional Development						
6810	Training Materials & Supplies	400	400	-	400	-
6820	Internal Training	-	-			-
6830	Leadership Programs	-		500		-
6840	Conference Registrations	18,000	16,200	6,890	16,200	-
6850	External Education/Training	2,000	2,000		2,000	-
	Total Professional Development	**20,400**	**18,600**	**7,390**	**18,600**	**-**
	Total OPERATING EXPENSES	**1,570,857**	**1,569,057**	**1,124,510**	**1,554,388**	**(14,669)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Family Supports	$1,570,857.00	$1,554,388.00	-1.05%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$1,136,503.00	$1,125,430.00	-0.97%

Description

Social Security Tax	$362,054.00	$356,658.00	-1.49%

Description

Mileage, Parking and Other Transportation	$4,000.00	$4,000.00	0.00%

Description

Provides for cost related to travel for local meetings with partners, contractors and grantees, as well as local trainings and site visits. The cost is based on an estimate of $28/month for 12 staff. Monthly allowance to include public transportation, mileage and parking expenses.

Cell Phone & Mobile Devices	$2,400.00	$7,200.00	200.00%

Description

Provides for a $50 per month reimbursement to Program staff for use of personal cell phone or mobile device to conduct First 5 LA business.

Office Supplies	$1,500.00	$1,000.00	-33.33%

Description

Provides for general office supplies for 13 staff for the fiscal year. This comes out to less than $7/month per FTE.

Subscriptions & Publications	$500.00	$500.00	0.00%

Description

Provides a budget of approximately $40 per non-administrative staff to cover the purchase of resource books as well as journal articles related to the Family Supports portfolio.

Internal Meetings	$5,500.00	$4,000.00	-27.27%

Description

Provides for expenses related to early acre and education projects. these may include meetings with Commissioners, legal counsel, staff grantees, contractors and other partners. The amount is based on FY 18-19 expenditures.

Professional Dues	$2,000.00	$2,000.00	0.00%

Description

Provides for staff to be member of professional organization such as the American Public Health Association and National Association of Social Workers.

Airfare	$12,000.00	$12,000.00	0.00%

Description

Provides for airfare to and from professional conferences or meetings outside of the Los Angeles area. Travel is expected to Northern California, Midwest Southeast and Northeast regions. The amount is based on FY 18-19 expenditures. The work will support the 15-20 Strategic Plan.

Lodging	$20,000.00	$17,000.00	-15.00%

Description

Provides for lodging at multi-day professional conferences or meetings outside of the Los Angeles area. Expected travel is based on FY 18-19 expenditures. The work will support the 15-20 Strategic Plan.

Per Diem	$4,000.00	$5,000.00	25.00%

Description

Provides for various daily expenses incurred while attending professional conferences or meetings outside of Los Angeles are. The amount is based on FY 18-19 expenditures. The work will support the 15-20 Strategic Plan.

Other Travel Expenses	$0.00	$1,000.00	100.00%

Description

Reflects costs associated with traveling outside of Los Angeles County (i.e. transportation or other expenses outside of travel categories).

Training Materials and Supplies	$400.00	$400.00	0.00%

Description

Provides for materials to support project design and implementation.

Conference/Training Registrations	$18,000.00	$16,200.00	-10.00%

Description

Provides for registration expenses for professional conferences. The amount is based on FY 18-19 expenditures. The work will support the 15-20 Strategic Plan implementation.

External Education/Training	$2,000.00	$2,000.00	0.00%

Description

Provides for content specific training to increases content knowledge utilized to design and implement projects Training can be provided on a group or individual basis.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Welcome Baby Hospitals	$9,220,000	$9,404,000	1.99%

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 19-20 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 $9,404,000. 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 85% of the programmatic funds are expended (the total estimate is $11,064,000). The Program Budget for FY 19-20 takes this historical trend into account to provide a more accurate budget. As such, FY 19-20 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.

The following were taken into account when developing the FY 19-20 estimate:
• Hospital birth rate county information from 2017 to inform personnel needs and estimated enrollment per site
• Use of actual enrollment data from FY 19-20 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 19-20 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	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Universal Assessment of Newborns - Welcome Baby Hospitals	$11,348,000	$11,574,000	1.99%

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 19-20 objectives are to:
• Achieve enrollment of a minimum of 35% of participating hospitals births
• 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 19-20, program costs under the Universal Assessment allocation includes 14 Welcome Baby providers for $11,574,000. 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 85% of the programmatic funds are expended (total budget would be $13,617,000). The Program Budget for FY 19-20 takes this historical trend into account to provide a more accurate budget. As such, FY 19-20 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 19-20 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 19-20 estimate:
• Hospital birth rate county information from 2017 to inform personnel needs and estimated enrollment per site
• Use of actual enrollment data from FY 17-18 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 19-20 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	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Select Home Visiting Programs	$13,419,000	$11,102,000	-17.26%

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

Sample 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 19-20 represents the sixth 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 19-20 is estimated to be $11,102,000. 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 19-20 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 18-19. 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 19-20 to estimate anticipated client enrollment per site; this does not preclude enrollment improvements.

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

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

*FY 19-20 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 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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Family Strengthening Oversight Entity	$3,777,000	$3,600,000	-4.68%

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 19-20 the Family Strengthening Oversight Entity (FSOE) will continue to provide support to fourteen (14) Welcome Baby and nineteen (19) 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 ongoing resources to support the LAC Perinatal and Early Childhood Home Visiting Consortium. Additionally, the FSOE is participating in the coordination of the Department of Public Health Home Visiting Expansion efforts via planning, database development, and training.

Spending Plan & Methodology
In FY 19-20 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 Family Strengthening Cohort Trainings for Welcome Baby/Select Home Visiting providers (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.

Requested resources are consistent with historical expenditures and anticipated need. The following were taken into account when developing the FY 19-20 estimate:
• Anticipated merit increase for personnel
• Increase in funding to provide technical assistance to Select Home Visiting grantees on team dynamics and change management given the expansion of home visiting services through the Department of Public Health.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Home Visiting Compensation and Turnover Analysis	$45,000	$62,000	37.77%

Program Summary

The Compensation and Turnover Analysis study will result in information for and across home visiting program models in LA County to inform home visitor compensation ranges and retention strategies. The study is a result of the December 2016 Los Angeles County Board of Supervisor's Home Visiting Motion, which 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, with staffing being the most significant cost of home visiting programs. As such, the motion creates significant demand to both retain and grow the workforce to provide perinatal and early childhood home visiting services.

Spending Plan and Funding Methodology

The budget funds will be utilized to support the analysis and planning needed to sustain the current Home Visiting program workforce by ensuring strong retention and establishing a clearer knowledge base regarding overall program costs for expansion.

The total amount was determined based on the maximum First 5 LA contractor rate per hour and the projected hours based on comparable work throughout the organization.

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

The contract was for a total of $92,695 and crosses the fiscal year. An estimated remaining balance of $62,000 will be spent in FY 19-20.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Home Visiting Sustainability Support in Health Systems	$120,000	$120,000	0.00%

Program Summary

Programs 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

The budget funds will be utilized to acquire and execute the consultant services on a task order basis needed to support the work articulated in the Program Summary, namely to maximize federal Medicaid reimbursement for current First 5 LA investments in home visiting and Help Me Grow related to:
* Health-related Systems Research
* County Partnership Development Support
* Health Systems and Family Supports Department technical assistance

The total amount was determined based on the maximum First 5 LA contractor rate per hour and the projected hours based on comparable work throughout the organization.

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

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Home Visiting Sustainability Support in Mental Health Systems	$25,000	$75,000	200.00%

Program Summary

In late 2017, the LA County Department of Mental Health announced plans to re-direct $40 million in unspent Mental Health Services Act-Prevention and Early Intervention (MHSA-PEI) funds over two years 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 in operationalizing MHSA-PEI funds. This includes advising DMH on how they can maximize drawing down federal Medicaid funding by leveraging the MHS-PEI funding. The assistance may include analyzing the current use of MHS-PEI funds, the possible mechanisms for drawing down Medicaid funding utilizing these funds, and making recommendations to DMH.

Spending Plan and Funding Methodology

In FY 18-19, First 5 LA provided $25,000, 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. The request for FY 19-20 represents any additional funding as needed, up to $75,000 for ongoing consulting support in FY 19-20.

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

These costs represent any additional funding as needed, up to $75,000 for ongoing consulting support in FY19-20 to operationalize MHSA-PEI funds for home visiting related efforts.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
LAC Perinatal and Early Childhood Home Visiting Consortium	$0	$50,000	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.

In light of the increased revenue for home visiting coming into LA County, the Consortium would benefit from having assistance in examining their business model (i.e., identify the costs of their operations and set amounts for all functions, including communications, training, and database Technical Assistance) and engaging in strategic planning to ensure they are prepared to support quality, data aggregation, referral pathways, and advocacy so that they can grow as the home visiting system in LA County grows. This will be a short-term strategy to help the consortium identify how it can best support the growing home visiting system in Los Angeles County, given several new funding streams for home visiting coming into the County.

Spending Plan and Funding Methodology

FY 19-20 efforts focused on time-limited activities of business and strategic planning to continue to grow the Consortium's capacity. As needs evolve, F5LA will continue to assess the level of needed support. Additionally, investment in the consortium has historically been matched by the Partnership for Early Childhood Investment and this investment is expected to be matched. Funding was estimated based on consultant time to support the business and strategic planning activities.

Funding level was established utilizing historical spending for supporting consortium planning efforts, with an increase to account for a greater level of technical skills that will be needed to provide guidance on the financial aspects of business planning. The total investment made by First 5 LA and the matching partner will allow for up to 500 hours of consultation at $200/hour. Funding for FY19-20 will support the following activities related to the Consortium:

Business Planning
- Identify the costs of operations for the Consortium
- Set monetary amounts for all functions of the Consortium, including but not limited to communications, training, and database technical support.

Strategic Planning:
- Engage in a strategic planning process to identify how the Consortium can continue to support quality, data aggregation, referral pathways, and advocacy for the home visiting system in LA County.

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

The Consortium and its backbone, Los Angeles Best Babies Network, are critical supports to the expanding home visiting system. Given the significant opportunities and changes in the system these resources will assist both the consortium and its backbone in adapting to the changing landscape, so they can continue to provide training, technical assistance and quality assurance, as well as continue to effectively provide a platform for coordination of providers.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
MAMA's Visits Home Visiting Program Training and T.A. Support	$304,000	$304,000	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 is based on assessing expenditures that support the FSOE's Family Strengthening Training for home visitation staff, provision of reflective practice and client materials. The estimates are consistent with historical expenditures and experience in funding similar activities.

Spending Plan & Methodology
In FY 19-20 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 19-20 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: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Stronger Families Database	$707,000	$800,000	13.15%

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 19-20 the system will incorporate database changes, such as allowing for transitions of clients between program models if risks are identified postpartum, changes resulting from the Department of Public Health and Department of Social Services home visiting expansion, and continued support of Tableau reporting and additional features requested by users. Ongoing development of a targeted case management module will continue, as well as efforts to support evaluation efforts that utilize the database.

FY 19-20 funds will support the following areas:

DATABASE DEVELOPMENT ($252,000)
The database will work on and finalize a supervisor module in FY 19-20. Additionally, potential strategies may require additional development time to create or enhance existing functions or new modules. At $200/hour and 1,260 hours, this is $252,000.

TARGETED CASE MANAGEMENT ($50,000)
Ongoing development of a targeted case management module.

PROGRAM DEVELOPMENT AND PROJECT MANAGEMENT ($276,000)
For consultants, staff anticipates using about 1,108 hours of program development/management consultant time, 1,000 hours of tester time, data-sharing consultant time, and 100 hours of HIPAA consultant time at a rate of $125/hour.

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.

LICENSES ($18,000)
Tableau - annual license maintenance fee for 110 licenses ($162/license; total rounded up to the nearest thousand)

First 5 LA is exploring potential funding to support ongoing database development and maintenance by other home visiting funders, primarily County of Los Angeles, including Prevention and Early Intervention dollars.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Targeted Case Management Implementation Support	$145,000	$184,000	26.89%

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), First 5 LA (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 FY 17-18 and expanded to up to 15 additional grantees in FY 18-19. In FY 19-20, this pilot will expand to onboard additional home visiting staff funded by DPH at 17 agencies. Optimas Consulting has been hired to provide training and technical assistance to onboard the additional staff, and provide ongoing support for those previously trained. 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

In FY 19-20 Optimas will continue to provide support to the First 5 LA Select Home Visitation grantees and Department of Public Health home visiting staff. The program budget estimate was based on historical expenditures and implementation of similar activities as well as estimates provided by Optimas.

In FY 19-20 Optimas will:

- Optimas will provide up to 4 TCM time study trainings (face-to-face or web-based): $9800
- Optimas will act as the help desk for TCM related questions. Participants will be able to call/or email Optimas with programmatic issues related to TCM: $39,000
- Optimas to onboard staff for up to 15 F5LA/DPH home visitation grantees: $36,000
- Optimas will perform basic TCM functions, including reviewing encounters for accuracy, uploading encounters in the TCM system and respond to questions from LAC and/or DHCS regarding TCM encounters: $14,400
- Optimas will update the F5LA Sustainability Team on the TCM expansion (status updates, review reports, discuss next steps) via a monthly check-in call: $6,000
- Optimas will participate in meetings with F5LA and DPH to update the Local Governmental Authority (LGA) on the TCM expansion (status updates and discuss next steps): $4,800

The following were taken into account when developing the FY 19-20 estimate:

Anticipated increase in personnel that would need to be trained
Increase in funding to provide technical assistance to both F5LA and DPH home visiting staff

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

This is a multi-year contract, with the remaining balance anticipated for use in FY 19-20 on the activities articulated in the Spending Plan and Methodology.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Abriendo Puertas	$940,000	$1,093,000	16.27%

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 19-20 include:

1. Convening a Summit with Phases 1, 2, 3 partners to share best practices and challenges with implementation

2. Providing technical assistance to support project 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 by #6

6. Conducting (a) demonstration lesson(s) of adapted Abriendo Puertas programming to non-Latino populations

7. Working with research contractor to accompany the aforementioned components in order to help develop a body of knowledge on family engagement needs across Los Angeles County by evaluating provider capacity issues to capture organizational and facilitator challenges and needs when implementing Abriendo Puertas/Opening Doors

Spending Plan and Funding Methodology

The FY 19-20 costs of this multi-year project was calculated using actual expenditures from FY 18-19 and the initial 18-month investment (FY 16-17 and FY 17-18). Increases compared to prior years reflect planned activities that are being executed as well as the cost of an evaluation that had a later than anticipated start date. The following is a

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

breakdown of cost categories in FY 19-20:
· Personnel: $194,000- Manage agency costs (projected to cover Director & Support Staff, and indirect costs for expansion strategies impacting Los Angeles County)
· Contracted Services: $168,000 - Support sub-contracts (projected to cover costs of technical assistance, translators, curriculum consultants, etc.)
· Training Expenses: $215,000 - 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) as well as a demonstration lesson of an adapted program to a non-Latino community (event cost projected at $15,000). 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: $19,000 – Costs includes travel, mileage, and fiscal management (10% of total budget)
· Evaluation: $314,000- Contract with the University of California, Berkeley to conduct an implementation study at select participating project sites with the purpose to understand provider capacity across diverse settings such as schools, non-schools, and school-community partnership sites (Cost includes: time of principal investigator, graduate student, and post-doctoral researcher)
· Indirect Costs: $43,000- 10% of total contract related to personnel, training, as well as operating & administrative costs (excluding subcontractors, equipment, and depreciation)

Abriendo Puertas has a multi-year spending plan. Some evaluation activities scheduled for FY 18-19 are shifting to FY 19-20, causing an increase in projected expenditures for FY 19-20.

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

Increase is based on multi-year spending plan, as well as a shift in costs related to evaluation from FY 18-19 to FY 19-20.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Project Dulce	$875,000	$955,000	9.14%

Program Summary

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 DULCE in two clinic sites across Los Angeles County: The Children's Clinic in Central Long Beach, and Northeast Valley Health Corporation in Sun Valley.

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 19-20, each DULCE clinic will continue to:
• Serve approximately 120-140 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 19-20 estimated spending is based on FY 18-19 expenditures, staff's experience on program components and The Center for the Study of Social Policy's (CSSP) experience in implementing DULCE in other states. Each clinic is projected to serve approximately 120-140 children and their families, a total of 480-560 children and their families served at up to four DULCE clinics. Participating clinics are:

1. The Children's Clinic, Central Long Beach
2. The Children's Clinic, S. Mark Taper Foundation
3. Northeast Valley Health Corporation, Sun Valley
4. Northeast Valley Health Corporation, Newhall

A total cost of $1,145,000 is estimated for FY 19-20 which reflects: $190,000 DULCE implementation cost per site for four 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 Sustainability efforts, $80,000 for Innovation related activities (testing the addition of a second family specialist, testing MLP).
Major cost areas were considered and are detailed below:

1. Implementation Cost ($190,000/site x 4 sites) - $950,000
   * 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

   * Operation Cost
     These costs include items such as equipment, printing/copying, space, telephone/network services, postage,

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

supplies, employee mileage/travel, training, other expenses and indirect cost.

2. Technical Assistance ($90,000)
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 ($80,000) and Sustainability efforts ($25,000)
* Discussions on sustainability will be ongoing throughout the project.

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

Increases reflect spending plans approved in FY 18-19. Additional $80,000 for innovation related activities such as testing the addition of a second family coach and testing MLP. We received an award of $200,000 ($100,000 per year for 2 additional years) from CSSP to implement DULCE in LA. We will be receiving $10,000 from Chapin Hall ($5,000 per year for 2 additional years) for the Toxic Stress Study that includes Project DULCE sites.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Family Engagement Learning Community Support	$20,000	$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. This will support meetings and facilitation by a consultant.

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: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Baby Friendly Hospitals	Legacy Investments

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Baby Friendly Hospital Project - Cycle 4	$150,000	$102,000	-32.00%

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.

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

Martin Luther King Jr. hospital is the last remaining hospital funded as part of Cycle 4 of the Baby Friendly Hospital Project in FY 19-20. The end date for this project was May 31, 2019, however, the hospital requested a no-cost extension in the amount of $102,000 with an additional 7 months added to the contract. The no-cost extension was approved to allow more time for the hospital to complete an assessment that would designate them as a Baby Friendly Hospital. The majority of the budget will be spent on personnel, contracted services, staff training and supplies.

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

Reduction in costs for the final Cycle 4 grantee are related to decreased costs related to achieving steps associated with achieving designation as a Baby-Friendly Hospital.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Birth Outcomes and Disparities – Policy and Systems Change	$400,000	$165,000	-58.75%

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. The motion did not specify the time period over which the $500,000 should be spent, the remaining balance will likely be spent in FY 19-20. First 5 LA (F5LA) is aligning this initiative with the Los Angeles County Department of Public Health's (DPH) priority to eliminate African-American birth disparities. F5LA, DPH and the F5LA Pritzker Fellow are working with a broad group of stakeholders and experts countywide, known as the African-American Infant Mortality (AAIM) Workgroup to address this issue. This collaboration will support the development of an aligned internal strategy that can include policy, advocacy, research, communications and technology efforts and expenditures in FY 19-20.

Spending Plan and Funding Methodology

A total of $500,000 has been committed for this multi-year effort. 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. FY 19-20 expenditures were calculated based on analysis of expended and projected FY 18-19 costs, with the balance to be spent in FY 19-20. FY 19-20 expenditures will likely fall within the categories of:

• Pritzker Match - $80,000
 - Matching costs for Pritzker Fellowship Investment
• Communications - $40,000
 - Website, sponsorship, public education ads, and collateral materials
• Policy, Advocacy and Research - $45,000
 - Focus groups, data requests, convenings, capacity building, leveraging partnerships, etc.

Total: $165,084 (the final amount was rounded for the purposes of the budget, per internal guidelines)

This budget reflects a full spend down of the allocation.

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

This budget item reflects the draw down from a $500,000 allocation. The budget for FY 19-20 reflects intended use of remaining funds.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Black Infant Health Program	$1,463,000	$862,000	-41.07%

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. In October 2018, the Commission approved no-cost extensions for the BIH programs that would otherwise be sunsetting in June 2019.

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. The three grantees will be requesting no cost extensions for FY 19-20.

1. The City of Long Beach ($11,283 - which represents the projected balance of their award): 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 Los Angeles County Department of Public Health ($700,000 of the $1.8M award balance): subcontracts with two 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. It is not projected that the LAC DPH will expend their full balance of $1.8M in FY 19-20.

3. The City of Pasadena ($150,000 – the projected balance of their award): Major costs include personnel – a BIH coordinator, 2 community services representatives, a social worker and an administrative assistant. Other program costs include space and supplies for group intervention sessions, complementary case management and staff training.

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

FY 19-20 budget amounts reflect a no-cost extension for BIH Long Beach, Pasadena and Los Angeles. Based on their current spend rate, we anticipate that expenditures will not exceed $861,283 for FY 19-20.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Little by Little/One Step Ahead Program	$3,500,000	$3,100,000	-11.42%

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.

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

HOW FUNDS WILL BE SPENT IN FY 19-20
• 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 65,103 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 19-20 was determined based on contractor spending patterns in past years and the negotiated 39 month life of project contract estimates. In FY 19-20, the LBL program will provide services to a total of 65,103 unique WIC participants for a total budget estimate of about $3,067,000 (rounded up to $3,100,000). The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 19-20:

1. Personnel- 24 staff positions will manage the various initiative components including training and technical assistance, fiscal and contract management and direct services at two WIC sites. Total estimated expenses for personnel: $942,000.
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: $1,177,000 .
3. Program Supplies- Program expenses are related to program materials and brochures. Total estimated expenses for supplies: $625,000.
4. Operating and Administrative Costs- A total of $117,000 is estimated for space, postage, travel, mileage, other related expenses.
5. Evaluation: A budget of $70,000 is needed to continue evaluation efforts, including fees and significant data collection and analysis activities.
6. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: $169,000.

In November 2018 the board took action to extend the strategic partnership with PHFE-WIC (now Heluna Health) to amend the contract for an additional $9,024,757 through September 30, 2023. This 36-month extension and additional funding will allow the grantee to continue implementing its comprehensive, multi-pronged sustainability plan which includes policy and advocacy, social enterprise, and general fundraising efforts. Moreover, this will allow the infrastructure built by Heluna Health to remain intact as they employ various strategies to sustain the Little by Little Initiative in the future.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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

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) Develop Funding and Program Recommendations and Grant/Contract Management: 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) Learning: 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.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	1,786,272	1,786,272	1,474,298	1,832,163	45,891
	Total Employee Benefits	576,641	576,641	536,537	580,490	3,849
	Total Personnel Services	**2,362,913**	**2,362,913**	**2,010,836**	**2,412,653**	**49,740**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	35,000	28,000	5,876	15,000	(13,000)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	13,800	11,500	7,071	11,500	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	2,000	2,000	40	2,000	-
6260	Office Supplies	5,000	4,000	560	3,000	(1,000)
6265	Subscriptions & Publications	1,000	1,000	-	500	(500)
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	2,000	2,000	-	2,000	-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-		-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	20,000	20,000	7,105	20,000	-
	Total Operating Services	**78,800**	**68,500**	**20,653**	**54,000**	**(14,500)**
Consultant Services						
6410	Consultant Fees	25,000	25,000		25,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**25,000**	**25,000**	**-**	**25,000**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	2,000	468	2,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**2,000**	**468**	**2,000**	**-**
Travel Expenses						
6610	Airfare	8,000	8,000	1,503	8,000	-
6620	Lodging	8,000	8,000	8	8,000	-
6640	Per Diem	5,000	5,000	2,280	5,000	-
6650	Other Travel Expense	-	4,000	934	4,000	-
	Total Travel Expenses	**21,000**	**25,000**	**4,725**	**25,000**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	15,000	20,300	14,840	20,300	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**15,000**	**20,300**	**14,840**	**20,300**	**-**
	Total OPERATING EXPENSES	**2,503,713**	**2,503,713**	**2,051,521**	**2,538,953**	**35,240**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Communities	$2,503,713.00	$2,538,953.00	1.41%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$1,786,272.00	$1,832,163.00	2.56%

Description

Social Security Tax	$576,641.00	$580,490.00	0.66%

Description

Mileage, Parking and Other Transportation	$28,000.00	$15,000.00	-46.42%

Description

Provides for mileage and parking expense reimbursement for up to 20 staff that use their private vehicles in the course of conducting commission business. During FY 2019-2020, Communities staff will participate in external community meetings and events and have increased responsibilities around stakeholder engagement and networking to leverage resources for the 14 Best Start Communities and 5 regions (e.g., county departments, local foundations, etc.). Monthly mileage and parking reimbursements can range from $10-$400 depending on the distance driven. For example, staff that work in the Lancaster and Palmdale communities generally have higher mileage reimbursements due to the distance of those communities from the First 5 LA office.

Cell Phone & Mobile Devices	$11,500.00	$11,500.00	0.00%

Description

Per First 5 LA's Mobile Device Policy, eligible communities staff who are required to be accessible while working outside of the office or during after-hours, are provided a monthly reimbursement of $50 for use of his/her personal mobile device. Cell phone reimbursements will be paid up to 20 full time staff.

Educational Supplies	$2,000.00	$2,000.00	0.00%

Description

Provides for expenses such as books, videos, and other educational resources related to enhancing staff core capabilities to conduct place-based work and individual professional development. Books will be purchased for the Communities Department Resource Library and individual staff use.

Office Supplies	$4,000.00	$3,000.00	-25.00%

Description

Provides for consumable office supplies for the department at an estimate of $100 per year per employee. This line item also includes 8 boxes of paper per month and ink cartridges for the Communities director's printer.

Subscriptions & Publications	$1,000.00	$500.00	-50.00%

Description

Provides resource for subscriptions to publications, such as the Stanford Social Review, that are aligned with the Communities Department programmatic work.

Equipment Repairs & Maintenance	$2,000.00	$2,000.00	0.00%

Description

Provides for expenses primarily related to the ongoing maintenance required for the departement's interpretation equipment (i.e., head sets and receivers).

Internal Meetings	$20,000.00	$20,000.00	0.00%

Description

Provides for expenses related to internal meetings for department planning and ongoing reflection and learning as the new structure for Best Start continues to evolve. This meetings may include external partners such as Commissioners, consultants, contractors and community members. Examples of meetings include on-site and off-site staff planning sessions, contractor/partner meetings. Meeting expenses may include, facility rentals, catering, meeting materials, etc.

Consultant Fees	$25,000.00	$25,000.00	0.00%

Description

Provides for consultant support for the Communities Department for content and/or core capability-specific trainings and workshops not covered through anticipated programmatic consultant support. Examples include training/workshops on systems thinking, organizational development approaches, integration across community systems, etc.

Professional Dues	$2,000.00	$2,000.00	0.00%

Description

Provides for memberships to content-specific professional associations and learning communities such as American Planning Association. Memberships generally range from $500-$1,000 per year.

Airfare	$8,000.00	$8,000.00	0.00%

Description

Provides for airfare to and from professional conferences, meetings or business related trainings outside of Los Angeles area. Staff attending conferences, meetings, or business related activities support the implementation of the department work and the FY 2015-2020 Strategic Plan. Examples of anticipated conferences include: Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Approval from the Communities Director will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.

Lodging	$8,000.00	$8,000.00	0.00%

Description

Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees current commute to First 5 LA. Staff attending conferences, meetings, or other business related activities, support the implementation of the department work and the FY 2015-2020 Strategic Plan. Examples of anticipated conferences include Grant Makers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, and Grants Managers Network. Approval from the Communities Director will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval, and Reimbursement.

Per Diem	$5,000.00	$5,000.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meeting outside of Los Angeles County greater than 100 miles round trip from employees current commute to First 5 LA. Staff attending conferences or meetings outside of Los Angeles County support the implementation of the department work and the FY 2015-2020 Strategic Plan. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Other Travel Expenses	$4,000.00	$4,000.00	0.00%

Description

Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meeting outside of Los Angeles County greater than 100 miles round trip from employees current commute to First 5 LA. Staff attending conferences or meetings outside of Los Angeles County support the implementation of the department work and the FY 2015-2020 Strategic Plan. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Conference/Training Registrations	$0.00	$20,300.00	100.00%

Description

Provides for registration expenses for professional conferences. Staff attending conferences support the implementation of the department work and the FY 2015-2020 Strategic PLan; and impact the effectiveness of the department. Examples include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Approval from the Communities Director will be obtained prior to incurring any expenses.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Neighborhood Action Councils	$2,250,000	$1,913,000	-14.97%

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): $1,912,500

Funding for SBCC's resident engagement program has been gradually declining over 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 of $2,250,000 reflected a 12-month contract with SBCC to continue implementing resident engagement efforts and included a 10% reduction from the prior fiscal year.

The FY 19-20 budget of $1,912,500 reflects the last 12-month contract with SBCC and represents a 15% reduction from FY 18-19. Costs are consistent with historical expenditures and anticipated need during the ramp down.

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Region 1 Central-East Regional Network	$4,236,000	$4,074,000	-3.82%

Program Summary

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. FY 19-20 will be the second full year of implementation of the new structure.

The Central-East Region 1 Regional Network reflects this new structure for the Metro LA, Southeast LA, East LA, and South El Monte/El Monte Best Start communities.

Spending Plan and Funding Methodology

Region 1 Central-East Regional Network: The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Metro LA, East LA, SELA, and El Monte-South El Monte. The FY 19-20 budget $4,073,000 reflects the following functions:

• Regional functions: contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

• In FY 18-19, the RNG grants were the subject of a contract monitoring pilot conducted by the Administration Division. For FY 19-20, an additional $5,000 per region for an external independent audit specific to the First 5 LA RNG contract funds is included per an emerging recommendation based on the pilot.

• Local level functions: capacity building and leadership development, community change work (community-identified projects only), and coordination and support costs.

• For FY 19-20, the amount included for local community-identified projects (estimated) $1,485,000 ($227,000 Metro LA, $180,500 East LA, $200,000 Southeast LA, and $300,000 East El Monte/El Monte). In FY 15-16, the board approved an allocation a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The FY 19-20 amounts represent the remaining balance of funds per expenditures including estimated expenditures for FY 18-19. The total unspent funding is based on FY 15-18 actuals and FY 18-19 projected expenditures. To address availability of the full balance of CIP remaining funds, grant negotiations can include total projected unspent CIP funding from prior years, with the understanding that these additional resources would be considered one-time-only funding. The additional funding would not be provided after FY 19-20. This adjustment based on an update of remaining funds may result in an upward budget adjustment at mid-year and corresponding contract amendments.

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Region 2 SLA Regional Network	$4,710,000	$5,293,000	12.37%

Program Summary

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. FY 2019-2020 will be the second full year of implementation of the new structure.

The South LA Region 2 Regional Support Network reflects this new structure for the West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook Best Start communities.

Spending Plan and Funding Methodology

Region 2 South LA Regional Network: The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook. The FY 19-20 budget $5,293,000 reflects the following functions:

• Regional functions: contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract amounts.

• In FY 18-19, the RNG grants were the subject of a contract monitoring pilot conducted by the Administration Division. For FY 19-20, an additional $5,000 per region for an external independent audit specific to the First 5 LA RNG contract funds is included per an emerging recommendation based on the pilot.

• Local level functions: capacity building and leadership development, community change work (community-identified projects only), and coordination and support costs.

• For FY 19-20, the amount included for local community-identified projects (estimated) $2,553,000 ($786,500 West Athens, $692,500 Broadway-Manchester, $419,000 Compton-East Compton, and $655,000 Watts-Willowbrook). In FY 15-16, the board approved an allocation of a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The FY 19-20 amounts represent the remaining balance of funds per expenditures to date including estimated expenditures for FY 18-19. The total unspent funding is based on FY 15-18 actuals and FY 18-19 projected expenditures. To address availability of the full balance of CIP remaining funds, grant negotiations can include total projected unspent CIP funding from prior years, with the understanding that these additional resources would be considered one-time-only funding. The additional funding would not be provided after FY 19-20. This adjustment based on an update of remaining funds may result in an upward budget adjustment at mid-year and corresponding contract amendments.

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Region 3 SFV Regional Network	$2,248,000	$1,998,000	-11.12%

Program Summary

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. FY 2019-2020 will be the second full year of implementation of the new structure.

The San Fernando Valley Region 3 Regional Support Network reflects this new structure for the North East Valley and Panorama City and Neighbors Best Start communities.

Spending Plan and Funding Methodology

Region 3 San Fernando Valley Regional Network: The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting North East Valley and Panorama City and Neighbors. The FY 19-20 budget $1,998,000 reflects the following functions:

• Regional functions: contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

• In FY 18-19, the RNG grants were the subject of a contract monitoring pilot conducted by the Administration Division. For FY 2019-2020, an additional $5,000 per region for an external independent audit specific to the First 5 LA RNG contract funds is included per an emerging recommendation based on the pilot.

• Local level functions: capacity building and leadership development, community change work (community-identified projects only), and coordination and support costs.

• For FY 19-20, the amount included for local community-identified projects (estimated) $500,000 ($150,000 North East Valley and $350,000 Panorama City and Neighbors). In FY 15-16, 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. The FY 19-20 amounts represent the remaining balance of funds per expenditures to date including estimated expenditures for FY 18-19. The total unspent funding is based on FY 15-18 actuals and FY 18-19 projected expenditures. To address availability of the full balance of CIP remaining funds, grant negotiations can include total projected unspent CIP funding from prior years, with the understanding that these additional resources would be considered one-time-only funding. The additional funding would not be provided after FY 19-20. This adjustment based on an update of remaining funds may result in an upward budget adjustment at mid-year and corresponding contract amendments.

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Region 4 Port Cities Regional Network	$2,198,000	$2,048,000	-6.82%

Program Summary

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. FY 19-20 will be the second full year of implementation of the new structure.

The Port Cities Region 4 Regional Support Network reflects this new structure for the Central Long Beach and Wilmington Best Start communities.

Spending Plan and Funding Methodology

Region 4 Port Cities Regional Network: The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Central Long Beach and Wilmington. The FY 19-20 budget $2,048,000 reflects the following functions:

• Regional functions: contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

• In FY 18-19, the RNG grants were the subject of a contract monitoring pilot conducted by the Administration Division. For FY 19-20, an additional $5,000 per region for an external independent audit specific to the First 5 LA RNG contract funds is included per an emerging recommendation based on the pilot.

• Local level functions: capacity building and leadership development, community change work (community-identified projects only), and coordination and support costs.

• For FY 19-20, the amount included for local community-identified projects (estimated) $550,000 ($300,000 Central Long Beach and $250,000 Wilmington). In FY 15-16, the board approved an allocation of a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The FY 19-20 amounts represent the remaining balance of funds per expenditures to date including estimated expenditures for FY 18-19. The total unspent funding is based on FY 15-18 actuals and FY 18-19 projected expenditures. To address availability of the full balance of CIP remaining funds, grant negotiations can include total projected unspent CIP funding from prior years, with the understanding that these additional resources would be considered one-time-only funding. The additional funding would not be provided after FY 19-20. This adjustment based on an update of remaining funds may result in an upward budget adjustment at mid-year and corresponding contract amendments.

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

FY 19-20 includes an additional amount for local community-identified projects (estimated) $500,000 ($300,000 Central Long Beach and $200,000 Wilmington). In FY 15-16, each community was awarded 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. The FY 19-20 estimated amounts for community-identified projects represent a portion of the remaining balance of funds per expenditures to date from the Building Stronger Families grants and the FY 18-19 community-identified projects.

The last additional item for FY 19-20 is the inclusion of $5,000 per region for an external independent audit specific to the First 5 LA RNG contract funds.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Region 5 AV Regional Network	$2,068,000	$1,998,000	-3.38%

Program Summary

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. FY 19-20 will be the second full year of implementation of the new structure.

The Antelope Valley Region 5 Regional Support Network reflects this new structure for the Lancaster and Palmdale Best Start communities.

Spending Plan and Funding Methodology

Region 5 Antelope Valley Regional Network: The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Lancaster and Palmdale. The FY 19-20 budget $1,998,000 reflects the following functions:

• Regional functions: contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

• In FY 18-19, the RNG grants were the subject of a contract monitoring pilot conducted by the Administration Division. For FY 19-20, an additional $5,000 per region for an external independent audit specific to the First 5 LA RNG contract funds is included per an emerging recommendation based on the pilot.

• Local level functions: capacity building and leadership development, community change work (community-identified projects only), and coordination and support costs.

• For FY 19-20, the amount included for local community-identified projects (estimated) $500,000 ($250,000 Lancaster and $250,000 Palmdale). In FY 2015-2016, the board approved an allocation of a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The FY 19-20 amounts represent the remaining balance of funds per expenditures to date including estimated expenditures for FY 18-19. The total unspent funding is based on FY 15-18 actuals and FY 18-19 projected expenditures. To address availability of the full balance of CIP remaining funds, grant negotiations can include total projected unspent CIP funding from prior years, with the understanding that these additional resources would be considered one-time-only funding. The additional funding would not be provided after FY 19-20. This adjustment based on an update of remaining funds may result in an upward budget adjustment at mid-year and corresponding contract amendments.

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Network Capacity Building	$323,000	$273,000	-15.47%

Program Summary

First 5 LA is promoting a network building approach through the regional and local network structure for Best Start. First 5 LA is seeking to strengthen the capacity of organizations in the Best Start networks to advance community priorities. This includes the Regional Network Grantees (RNGs) and their partners as well as the organizations that are not currently contracted with the RNGs and are active members of the Best Start Networks. These non-profit organizations operate within a social ecosystem, an environment comprised of different networks of non-profits, funders, management support organizations, government, businesses, community residents, and parents. Each network plays a vital role in supporting the needs of the community and while each has its own objectives, how the social ecosystem supports collaboration will impact their ability to collectively affect change.

The intent of this program area is to strengthen the ability of the organizational partners to work as a network, develop the ability to understand their social ecosystem, and adapt with the constant changes. This approach recognizes that when organizations work together, share resources, and learn from one another, they can engage in the broader ecosystem to address critical community issues at a policy and systems level. This program includes two projects: The Network Building Support and The Regional Network Grantees Community of Practice.

Spending Plan and Funding Methodology

Network Capacity Building has two projects included for FY 19-20:

1. Network Building Support: $225,000

This project includes funds to implement an intermediary with technical assistance, training, and possible small grants to organizations in the Best Start Community Partnerships. The projected annualized cost of the project is $300,000. With the May, 2019 release of the RFP, it is expected that the project will begin in September 2019 for a total of 9 months in FY 19-20. The scope of the Training and Technical Assistance and potential Small Grants will be co-designed when the Intermediary is on board.

a. Network Building Intermediary, Facilitation & Coordination: $150,000
Approximately 21 hours per week x up to $150 per hour (composite rate) = $3,150 x 4 weeks/month = $12,600 x 12 months = $151,200 (rounded down to $151,000)

b. Training and Technical Assistance = $15,000
Consistent with the approach for the ECE Policy Advocacy Fund, Community Opportunities Fund, and the Policy Advocacy Fund, costs include up to 5 hours of training and technical assistance for up to 20 organizations that are members of the Best Start community partnerships but are not formal, contracted members of the Best Start regional and local networks. Estimate is $3,000 per region for a total of $15,000.

c. Small Grants = $100,000
Potentially, small grants up to approximately $5,000 each for up to 20 organizations (up to 4 per region) that are members of the Best Start community partnerships but are not formal, contracted members of the Best Start regional and local networks. Estimate is a total of $100,000.

d. Logistics for up to 5 Convenings/Trainings = $35,000
$7,000 x 5 = $35,000
Proposed budget based on historical expenditures for logistics (venue, child care, catering, translation/interpretation) averaging approximately $7,000 event.

For FY 19-20 nine month estimated cost:
Annualized Costs ($300,000)/12 months = $25,000
$25,000 x 9 months = $225,000

2. The Regional Network Grantees Community of Practice: $48,000

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

a. Content Area Experts: An additional $23,000 is reserved for content area experts on topics such as network building and policy and systems change for the Community of Practice. 150 hours x $150 per hour (composite rate) = $22,500 ($23,000 rounded up)

b. Logistics for up to 5 sessions of the Community of Practice: $25,000
$5,000 x 5 = $25,000 Proposed budget based on historical expenditures for logistics (venue, catering, translation/interpretation) averaging approximately $5,000 event.

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

For FY 18-19, this program area was titled Organizational Capacity Building under Strategy 2. For FY 19-20, this program area was renamed Network Capacity Building and moved to Strategy 1.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Built Environment Policy Advocacy Fund	$450,000	$750,000	66.66%

Program Summary

The Built Environment Policy Advocacy Fund (BEPAF) 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 BEPAF 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 BEPAF, 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 (another First 5 LA program/investment) 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

FY 19-20 will be first full year of operation in support of built environment advocates work with communities.

Based on the structure of the ECE Policy Advocacy Fund, it is expected that 15% to 20% of the total (approximately $113,000 to $150,000) will be utilized to support the provision of technical assistance and convenings through an intermediary or a technical assistance provider.

The remaining funds will support the provision of 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. Below are the initial ideas about the design of BEPAF. First 5 LA anticipates $650,000 to be allocated for grant programs. The intermediary will be a co-design and implementation partner, helping First 5 LA to further refine the strategy and approach:

1) Community Advocacy Grants Program (approximately 15 grantees)
Grants up to $10,000 each to help support community-based organizations with a project or activity that fits two criteria:
• The community-driven project or activity is in collaboration with parents and community residents and helps to elevate their voices to decision-makers and other policy advocacy efforts.
• One of the outcomes of the project or activity is to improve the built environment and neighborhoods which families and children live, play, learn, and grow up.

2) Built Environment Leadership Cohort (approximately 6 grantees)
Grants up to $50,000 each to help strengthen the capacity of organizations that are directly working on policy advocacy to improve the built environment for families and children.

3) Policy Opportunity Grants (2-5 grantees)
Grants up to $70,000 each to help rapidly support built environment advocacy organizations that are uniquely positioned to accelerate countywide or regional efforts that advance First 5 LA built environment focus areas. This grant program is intended to respond to an evolving built environment policy landscape and to support responsive coalition-building, community organizing, and policy advocacy that can better improve the lives of children ages prenatal to 5 and their families.

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

Original allocation including intermediary. Funding in FY 18-19 was reduced to account for delays in releasing the

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

RFP. The RFP is scheduled to be released in May 2019. FY 19-20 will be first full year supporting built environment advocates' work with communities.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Food Security		$125,000	0.00%

Program Summary

In May 2017, the County of Los Angeles Board of Supervisors issued a motion that instructed the Department of Public Social Services (DPSS) to reduce the prevalence of food insecurity and poverty through increasing CalFresh participation by 20% by 2019. The intent of this program area is to partner with the Los Angeles County Department of Public Social Services (DPSS) to coordinate and execute community engagement across the five Best Start regions, and assist with the planning and development of recommendations and strategies that address the Los Angeles County Board of Supervisors' motion to reduce the prevalence of food insecurity.

This program area provides resources for contractor support to conduct a comprehensive community engagement process to help First 5 La and DPSS better understand the barriers families experience when trying to enroll and participate in nutrition programs and access quality food in their communities.

Spending Plan and Funding Methodology

Contractor support for FY 19-20

The Contractor will be tasked with activities such as: regional listening tours in collaboration with First 5 LA and DPSS, facilitating a cross-regional workgroup comprised of parents from Best Start regions, hosting community roundtables with diverse stakeholders to vet policy and strategy recommendations and creating a policy brief summarizing the key learnings, strategies and policy recommendations to address food insecurity in Los Angeles County now and in the future.

Approximately 69 hours per month x $150 per hour (composite rate) = $10,350
$10,350 per month for 12 months = $124,200 ($125,000 rounded)

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Link Advocates Governments Families and Parks (Link)	$300,000	$300,000	0.00%

Program Summary

Link Advocates Governments Families and Parks (Link) will test the Zamora Park approach of engaging residents and building the capacity of municipalities to advocate for better parks and open space in disadvantaged communities in two cities. 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 which are two county-wide funding sources for transportation and parks.

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. There is also the potential to partner with the LA County Regional Parks and Open Space District to leverage a technical assistance program currently under development to assist municipalities in applying for Measure A funds.

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%)

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Learning Consortium	$324,000	$300,000	-7.40%

Program Summary

This project will help establish a cross-sector learning structure and processes for the Communities Department's partners and grantees. Our current grantees and partners represent a diverse cross-section of community-based organizations, services providers, policy advocates, funders, and individual community leaders. The intent of the project is to cultivate relationships, share knowledge, and apply learning among partners and grantees to bolster their respective capacity building efforts. This project will be the centerpiece of our learning for impact efforts and bolster our ability to understand and measure the interconnections and impacts of our investments. It supports the Best Start Learning Agenda and the Communities Department's quality improvement efforts. All grantees and partners--RNGs, LNCs, BEPAF, Link, etc.--will be included in the Consortium in an effort to foster cross-sector learning and continuous improvement across the five regions, modeled after prior Learning Communities convened by First 5 LA. Resources for this program include coordination, facilitation, and logistics associated with the Consortium and cross-community learning communities.

Spending Plan and Funding Methodology

For FY 19-20, The Learning Consortium represents 9 months implementation of consortium, grantee peer learning and continuous quality improvement: $300,000

1. Learning Consortium/Learning Communities 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 $400,000 with 9 months of implementation in FY 19-20, assuming a September 2019 launch date (RFP for Facilitator to be released in May 2019). All costs listed below are estimated.

Estimated Annualized Costs

a. Consortium/Learning Communities Design, Planning, Facilitation & Coordination: $295,000
Approximately 41 hours per week x up to $150 per hour (composite rate) = $6,150 x 4 weeks/month = $24,600 x 12 months = $295,000 (rounded)

b. Consortium Convening = $36,000
Up to 4 peer learning sessions for Best Start Regional and Local Networks = $9,000 x 4 = $36,000

c. Learning Communities: $30,000
Two cross-community learning communities planned annually @ approximately 150 participants each.

d. Logistics for up to two learning communities: $30,000
$15,000 x 2 = $30,000
Proposed budget based on historical expenditures for logistics (venue, child care, catering, translation/interpretation) averaging approximately $15,000 per cross-community learning community.

e. Guest Speakers/Panel: $9,000
$1,500 x 3 speakers = $4,500
$4,500 x 2 learning communities = $9,000
Guest speakers/panel are included at an honorarium for up to three speakers per learning community.

For FY 19-20 9 month Learning Consortium/Learning Communities estimated cost:
Annualized Costs $400,000/12 months = $33,300
$33,300 x 9 months = $300,000

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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

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

The FY 19-20 projection of $300,000 for the Learning Consortium reflects a streamlined and more accurate estimation of actual projected expenditures for a period of nine months.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Data and Learning	$180,000	$54,000	-70.00%

Program Summary

This program area provides resources the Communities Department by providing resources to support its real-time data and learning activities, including qualitative analysis of grantee quarterly reports, convenings and interviews to deepen our understanding of how Best Start is evolving in the first two years of the new structure. Learning activities include workshops and technical assistance to build internal capacity around key items such as place-based sustainability, resource and fund mobilization, network development, relationship weaving, and other topics that emerge from the data collected from the field that has implications for First 5 LA's role as a place-based funder. Overall, this program provides the resources that position the Communities Department to more fully activate policy and systems change within and across communities. These internal, staff-driven data and learning activities support the Best Start Learning Agenda and will complement any external evaluation activities that occur in FY19-20.

Spending Plan and Funding Methodology

Total estimated cost for FY 19-20 is $54,000.

Internal Workshops & Technical Assistance = $54,000

Estimates based on historical expenditures for similar workshops (e.g. Qualitative Data Analysis Workshop) but will focus on issues integral to the Communities Department's work, such as place-based sustainability, resource and fund mobilization, network development, and relationship weaving.

a. Workshops: $7,200 x 4 workshops = $28,800

b. Technical assistance follow-up from workshops – approximately 42 hours associated with each workshop (168 hours total) x $150 per hours = $25,200

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

For FY 19-20, the Data and Learning program is reduced to $54,000 from $180,000 to now include only the department level learning activities. The remaining $126,000 is reflected in the MLE department budget to support the strategic partnership with the Advancement Project.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Leveraging Opportunities Fund		$200,000	0.00%

Program Summary

First 5 LA's work in communities is embedded in a larger ecosystem that includes various public and philanthropic change efforts. In FY 18-19, Communities Department staff cultivated relationships with public and philanthropic partners and engaged in collective efforts to address a particular issue or advance a community engagement approach. In some instances, First 5 LA provided resources to support joint efforts, such as the Center for Health Equity's Action Plan development process and Immigration Deportation Defense Fund with the Liberty Hill Foundation. Learnings from FY 18-19 suggest that when resources from First 5 LA leverage other funding, First 5 LA demonstrates a commitment to partnership with others, which builds momentum to advance shared outcomes for children, families and communities.

This program area builds on lessons learned from FY 18-19 and dedicates funding ($10,000 - $50,000) as well as staff time and expertise to leverage the resources of private philanthropy and public agencies. Examples include partnering with family foundations in Long Beach and leveraging efforts through federal promise zones. Additional leveraging opportunities include work by The Weingart Foundation and California Community Foundation to support programmatic work in South LA, along with the American Heart Association's interest in leveraging funds to support work related to food security and parks. Funding through this program area must leverage other funding and advance the Communities Outcome, Best Start communities' priorities and serve as a connection point to expand Best Start local and regional networks. It also provides an opportunity to match other funders in Best Start Communities.

Spending Plan and Funding Methodology

Based on historical expenditures and learnings from similar efforts under FY 18-19 Emerging Opportunities, staff anticipates approximately four partnerships with public and private philanthropic partners.

These partnerships are expected to range from $10,000 to $50,000 not to exceed a total of $200,000 for this program area.

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Stakeholder Engagement	$104,000	$144,000	38.46%

Program Summary

As the Communities Department implements a new structure for Best Start and pivots to a greater emphasis on policy and systems change, staff will begin to more intentionally engage and convene stakeholders to build and strengthen relationships with decision-makers, other funders, and cross-sector leaders to build momentum around a shared vision and leverage efforts to support 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. Resources will be used to support convenings with partners at the local, regional, county, and state levels.

This program also supports Best Start Policy Summit. First 5 LA has an opportunity to reintroduce itself to the Best Start communities in our new roles as a connector, convener, funder, and facilitator of policy and systems change efforts county-wide. The Policy Summit is an evolution of the leadership summits held by the Communities Department bi-annually before the transition to the new Regional Network structure. The Policy Summit is an opportunity to connect and convene the Best Start grantees, partners and community leaders engage in dialogue about policy and systems change through learning, connection and advocacy. Summit objectives include:

- Position First 5 LA as a thought leader, convener, and agent in policy and systems change
- Model meaningful community engagement and coalition building
- Build community, grantee and partner capacity around policy and system change
- Improve visibility and connectivity to First 5 LA's policy agenda, programs, and strategies
- Elevate parent voice and issues that impact families and children prenatal to 5
- Create an opportunity for Best Start communities to share information around their community change agenda and connect First 5 LA's programmatic work

Spending Plan and Funding Methodology

Total for Local, Regional and Countywide Convening = $144,000

Cost estimates as follows:

a. Stakeholder Engagement Convening: $112,000
Based on historical expenditures, and experience with similar activities, costs include resources approximately $1,400 each at 4 per staff (20) to support local, regional, countywide and possible state level convenings with decision-makers, other funders, and cross-sector leaders = $112,000

b. Best Start Policy Summit: $32,000
Based on historical expenditures of approximately $16,000 per Leadership Summit for up to 150 people for costs such as venue, facilitator, child care, food, translation/interpretation. Estimated 2 convenings = $32,000

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

In FY 18-19, Communities Department staff deepened its understanding of the landscape including efforts within and/or affecting Best Start communities. In FY 19-20 staff will now be better positioned to take a leadership role in convening and connecting stakeholders as well as local, regional, county, and state efforts.

Early Care & Education

EARLY CARE AND EDUCATION

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

******The Early Care and Education (ECE) Department shares a Program Assistant (.5FTE) with the Family Supports Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the ECE Department budget.*

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 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	799,340	784,317	671,232	803,315	18,998
	Total Employee Benefits	237,181	237,181	198,451	233,122	(4,059)
	Total Personnel Services	**1,036,521**	**1,021,498**	**869,683**	**1,036,437**	**14,939**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	2,400	2,400	2,400	2,040	(360)
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	2,400	2,400	1,650	4,800	2,400
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,200	1,200	815	1,020	(180)
6265	Subscriptions & Publications	300	300	-	255	(45)
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	6,000	6,000	5,000	6,000	-
	Total Operating Services	**12,300**	**12,300**	**9,865**	**14,115**	**1,815**
Consultant Services						
6410	Consultant Fees	-	-	-	35,000	35,000
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers		-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**35,000**	**35,000**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,100	2,100	-	2,040	(60)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**2,100**	**2,100**	**-**	**2,040**	**(60)**
Travel Expenses						
6610	Airfare	5,780	15,780	8,732	18,000	2,220
6620	Lodging	6,000	6,000	7,568	10,000	4,000
6640	Per Diem	6,000	6,000	4,764	6,000	-
6650	Other Travel Expense	1,000	1,000	1,367	1,000	-
	Total Travel Expenses	**18,780**	**28,780**	**22,431**	**35,000**	**6,220**
Professional Development						
6810	Training Materials & Supplies	500	500	-	500	-
6820	Internal Training	3,000	3,000	-	3,000	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	10,000	10,000	820	8,500	(1,500)
6850	External Education/Training	-	-	-		-
	Total Professional Development	**13,500**	**13,500**	**820**	**12,000**	**(1,500)**
	Total OPERATING EXPENSES	**1,083,201**	**1,078,178**	**902,799**	**1,134,592**	**56,414**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Early Care & Education Systems	$1,088,178.00	$1,134,592.00	4.27%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$794,317.00	$803,315.00	1.13%

Description

Social Security Tax	$237,181.00	$233,122.00	-1.71%

Description

Mileage, Parking and Other Transportation	$2,400.00	$2,040.00	-15.00%

Description

Provides for costs related to travel for local meetings with grantees, contractors, and strategic partners as well as local trainings and site visits. The cost is based on an estimate of approximately $20 a month for 8.5 staff (managers,POII's and Administrative Assistant). Monthly allowance to include public transportation, mileage and parking expenses.

Cell Phone & Mobile Devices	$2,400.00	$4,800.00	100.00%

Description

Provides for a $50 per month reimbursement to 8 staff members for use of personal cell phone or mobile device to conduct First 5 LA business. 8 staff at $50 each for 12 months.

Office Supplies	$1,200.00	$1,020.00	-15.00%

Description

Provides for general office supplies for 8 FTEs and 1 part-time staff for 12 months. This comes out to approximately $10 per month per 8.5 FTE for 12 months.

Subscriptions & Publications	$300.00	$255.00	-15.00%

Description

Provides for subscriptions and publications calculated at $30 per staff for a total of 8.5 FTEs.

Internal Meetings	$6,000.00	$6,000.00	0.00%

Description

Provides for expenses related to early care and education projects. Given the high level of engagement with the ECE community, staff often invite external partners to meet with us and one another. The costs in this category typically cover food and any facilitator costs.

Consultant Fees	$0.00	$35,000.00	100.00%

Description

$35,000 for an outside consultant to support staff development of the ECE team. Consultant will faciltiate monthly planning meetings in addition to providing coaching for the leadership team of the department.

Professional Dues	$2,100.00	$2,040.00	-2.85%

Description

Provides for dues to professional organizations for 8.5 FTEs at the amount of $240 per staff

Airfare	$15,780.00	$18,000.00	14.06%

Description

$18,000 to cover airfare for the ECE team. Team travels mostly to Sacramento for statewide meetings.

Lodging	$6,000.00	$10,000.00	66.66%

Description

$10,000 to cover loding for the ECE team. Team often travels to Sacramento for overnight stays while attending statewide meetings.

Per Diem	$0.00	$6,000.00	100.00%

Description

Per Diem to cover staff travel while in the Bay Area, Sacramento, DC, and other cities for conferences and work travel.

Other Travel Expenses	$1,000.00	$1,000.00	0.00%

Description

Covers costs associated with travel not covered by other cost categories including but not limited to Lyft, Uber, taxis, etc.

Training Materials and Supplies	$500.00	$500.00	0.00%

Description

Covers costs associated with department monthly meetings including training supplies and materials.

Internal Training	$3,000.00	$3,000.00	0.00%

Description

Covers costs related to department internal trainings and monthly meetings including food and venue rental

Conference/Training Registrations	$10,000.00	$8,500.00	-15.00%

Description

Provides for staff to attend conferences and trainings estimated at $1,000 per staff for 8.5 FTEs

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
ECE Policy Advocacy Fund	$3,300,000	$3,300,000	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. To distribute these funds, staff presented the concept of an ECE Policy and Advocacy Fund, known as ECE PAF, to the Board of Commissioners Program and Planning Committee in January 2016. 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. Currently, ECE PAF distributes three categories of funding: (1) partnership grants to key state and local ECE advocacy organizations, (2) field-building grants to ECE advocacy organizations to increase capacity, and (3) 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. In FY18-19, an additional $300,000 was added to the Fund budget from the Strategic Plan Advocacy Strategies project in the Public Policy and Government Affairs Department as a number of activities intended to support statewide ECE advocacy are being completed by the ECE PAF.

Spending Plan and Funding Methodology

Based on a spending plan of $3 million a year over 5 years for a total project cost of $15 million as approved by the Board. FY 19-20 will continue utilizing this methodology with a spending plan of $3.3 million. The additional dollars represent underspending in previous years which will be allocated to next fiscal year. These additional dollars provide additional resources to take advantage of opportunities presented given our current state political climate.

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 field-building and 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. $800,000 to cover the cost of field-building and 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 and co-created guidelines, emerge.
5. $2,000,000 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: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Educare Policy and Advocacy	$381,000	$300,000	-21.25%

Program Summary

The launch of Educare Los Angeles at Long Beach in 2018 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 continues to be an opportunity to utilize Educare data and explore evaluation strategies to demonstrate high quality practices and impact on dual language learners. On February 8, 2018, 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.

Spending Plan and Funding Methodology

The FY 19-20 costs mirror costs associated with FY 18-19 scope of work. The estimated budget is $300,000 and will focus on the following:
1. Professional development for ECE educators: $30,000. Funds include continued use of Educare as a 'teaching hospital/ to enable the current and future field to see first-hand teaching strategies in a high quality learning environment.
2. Access to the mental health system: $90,000. Funds include continued work with a community mental health agency to provide comprehensive mental health services to Educare children.
3. Family engagement practices: $155,000. Funds include personnel such as Family Support Specialists staff to address the needs of all children and families served.
4. Local evaluation efforts: $25,000. Funds include evaluation efforts to identify areas of success and challenges based on Educare's data analysis on on-going assessment of child outcomes, family development and professional development.

FY 19-20 will be year two of three years of funding, so staff will also support Educare in creating a sustainablity plan. This plan will include exploring sources of state funding to support operating costs of Educare.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Kindergarten Readiness Assessment	$3,589,000	$4,864,000	35.52%

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

KRA DISTRICTS/COMMUNITIES ($4,343,500):

Cohort 1: $195,000
(EMCSD, MVSD, RSD, PUSD, Connections for Children in Santa Monica, City of Pasadena)

Cohort 2: $3,778,500
(LAUSD and CUSD)
Cost for Cohort 1 and 2 will cover the cost of district coordination and teacher engagement and community engagement and action planning.

KRA TECHNICAL ASSISTANCE: UCLA ($710,000):
UCLA's Center for Healthier Children, Families and Communities will be responsible for the following for the scope for all KRA/EDI districts in FY 19-20: 1) EDI data collection, analysis, and reporting; 2) Individual coaching, and 4) Facilitate the regional shared learning network for Los Angeles County.

KRA TECHNICAL ASSISTANCE: UNITE-LA ($180,000):
Cost to continue supporting the Los Angeles County Stewardship for Early Childhood whose main goals are to: 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 LA County communities and districts by engaging system-level partners who can play a role in either inhibiting or enabling KRA implementation.

BUDGET ASSUMPTIONS:
Continue working with 9 current KRA communities.

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

Due to unanticipated interest in the Kindergarten Readiness Assessment, the number of participating school districts has increased significantly which has led to corresponding budget increases. The inclusion of the Los Angeles Unified School District and additional data collection at two further local districts account for the increase to the overall budget. This partnership was presented to the Board of Commissioners and approved in November 2018. Additionally, the budget increase is due to the inclusion of costs associated with an intermediary who will help with district recruitment and contracting.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
QRIS Architects Group and Systems Planning	$438,000	$200,000	-54.33%

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, formally 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. Since 2015, these partners began to meet with the goal of developing a common countywide Quality Rating and Improvement System (QRIS) model. This model is known as Quality Start Los Angeles (QSLA). In FY 18-19, all partners collectively developed an infrastructure to organize the work and guide local QSLA model decision-making. The QSLA Governance structure includes a Funders Circle, a Leadership Council and five QSLA committees. The Funder's Circle's purpose is to steward public funding supporting QSLA and its shared visions, while the a Leadership Council develops shared goals, coordinates the implementation of a system-wide objectives and makes recommendations to the Funders Circle. Finally, the QSLA committees determine implementation-level decisions to improve outcomes of efficiencies within the QSLA model.

Spending Plan and Funding Methodology

Funds associated with Participation Grants and the Early Learning Needs Assessment Tool (ELNAT), which had previously been included here, have been removed from this line item. In addition, costs based on preliminary scope of work discussion and budget developed by VIVA Strategy have decreased in FY 19-20.

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
QRIS Continuous Site Engagement	$14,623,000	$14,600,000	-0.15%

Program Summary

Funding sources for QRIS Continuous Site Engagement in FY 19-20 will be from Child 360 Fund Balance and First 5 California's Improve and Maximize Programs so All Children Thrive (IMPACT). All 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.

Primarily, Child360 will continue to incorporate decisions made by the QSLA Governance into the QRIS model by using the cost model developed by our QRIS partners. In addition, costs in FY 19-20 include expansion sites served via an RFQ that will be released in early Summer 2019.

Spending Plan and Funding Methodology

QSLA Expansion: $8.5 million
To continue First 5 LA's QRIS work, $8.5 million during FY 19-20 will be dedicated to expand LA County's QRIS work. Specifically, this QRIS expansion will continue to work with Child360's 238 providers and expand services to particular strategic and geographic priority areas, including expansion to currently non-participatory sites located within currently participating multi-site agencies, Best Start Communities, and KRA-participating districts. First 5 LA's team will engage in an RFQ process with QRIS expansion beginning in Fall 2019. Expansion priorities and work will be guided by the QSLA model document established by the QRIS Architects. This will ensure a continuation of a single model in LA County that the Architects group has worked tirelessly to establish since 2015.

Child 360 Fund Balance: $6.25 million
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 remaining fund balance of $6.25 million for FY 19-20 will continue to support Child360's sites from July-December 2019. In FY 19-20, Child360 will be using the cost model developed by the QRIS partners as the basis to maintain site engagement of current QRIS participants being served through Child360. With a total of $6.25 million, Child360 will continue to maintain the 238 providers from July-December 2019.

Personnel ($3,500,000)
These positions include senior cabinet positions, as well as communications and marketing positions, research and evaluation positions, financial positions, and coaching positions.

Fringe Benefits ($1,600,000)
Fringe benefits are calculated at 35% of the personnel costs, including 8.98% for FICA/SUI, health insurance, retirement benefits, insurance and workers' compensation.

Books and Supplies ($50,000)
Includes general office supplies, resource materials, training materials, etc.

Travel and Meetings ($150,000)
These costs are estimated to include provider trainings, conference fees, community event expenses, policy and advocacy travel expenses, parking costs, and mileage for all project-related field staff.

Contracted Services ($175,000)
Includes costs for fees associated with Quality Service Specialists, Program Support Consultants, Provider Operations, Consultants, and IT Support.

Advocate Expenses ($75,000)
Consultant specializing in public affairs/ECE advocacy.

Incentives/Honorariums ($700,000)

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

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

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
QRIS Database	$650,000	$650,000	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 (EQS's iPinwheel) for Los Angeles County. As the Data System Administrator for the Los Angeles County QRIS, Quality Start Los Angeles (QSLA), LACOE contracts with iPinwheel to provide a database system for use by QRIS partners to track and record data for early learning providers participating in QSLA. Under the partnership, LACOE shares approximately 60% of the costs for the Contracted Services (iPinwheel), and provides the staffing required to support the use of the database by our county partners.

Spending Plan and Funding Methodology

Funds will be used to operate the Los Angeles County QRIS data system, iPinwheel. This includes: oversight of data system development, QSLA data management and technical support, and coordination with local partners and other data systems (i.e., ECE Workforce Registry).

The FY 19-20 budget will continue to fund staff at LACOE to assist with QRIS data system operations and system development for Los Angeles County, and data system trainings for QSLA partners.

Costs were calculated based on the FY 18-19 contract to continue development and administration of the data system. The following costs are expected for FY 19-20:

- LABOR COSTS: Estimates include staff salaries and benefits to achieve and submit the deliverables listed in the performance matrix, which include: overseeing and managing the QRIS data system, and coordinating local system integration. Positions include: FTE System Administrator, Program Manager, 1 senior data processing specialist, Executive Director, QSLA Program Manager, Assistant Director-Planning & Resources Development, Business Operations Manager, Budget Analyst, Project Coordinator, Principal Accountant, Financial Operations Consultant, and Accountant. Total = $440,000
- DIRECT COSTS: LACOE will incur direct costs including: travel, printing, postage, and space. Cost estimates for this category are consistent with spending patterns in previous fiscal years. Total = $22,000
- CONTRACTED SERVICES: CCALA will contract with EQS for the iPinwheel Data System, specialized trainings on iPinwheel to Los Angeles County users, and CLASS & ERS publishers fees. Cost estimates for this category are reduced based on anticipated reduced spending. Total = $135,000.
- INDIRECT COSTS: In FY 18-19, First 5 LA has approved two exceptions for LACOE regarding indirect costs: 1) include all direct costs when calculating indirect (including subcontracts, depreciation and equipment), and 2) increase the indirect percentage from 10% to 10.96%. Cost estimates for this category are assuming continued approval of exceptions. Total = $53,000.

Budget Assumptions:

- In FY 18-19, this Program experienced delays in the expansion of the data system. As a result, this delayed the need for hiring additional personnel. It is anticipated that there will be a need to hire additional staff in FY 19-20 since the system expansion will be complete.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Shared Services Support	$200,000	$100,000	-50.00%

Program Summary

First 5 LA will continue to support the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County. FY 19-20 will be the fourth and final 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) sustain current Alliances and build an additional family child care alliance among Los Angeles County ECE providers to maximize limited administrative resources and improve program quality. In FY 19-20, the final year of Shared Services, the project will monitor sustainability for th existing shared service alliances and provide training and technical assistance to alliances of family child care providers.

Spending Plan and Funding Methodology

Shared Services Technical Assistance Project:

FY 19-20 represents the fourth year of a partnership with Opportunities Exchange as a part of the ECE Shared Services Technical Assistance Project. The total FY 19-20 budget is $100,000. The following activities were taken into account when developing the FY 19-20 budget:

- $71,455 – Personnel and contracted services to provide shared services training and technical assistance
- $3,654 – Office Space for Opportunities Exchange
- $14,000 – Mileage and travel for Opportunities Exchange staff
- $10,891 – Other costs including meeting costs and administrative fee to their fiscal agent

Budget assumptions:

- Based on the FY 18-19 budget. This is the final year of the project with a 50% budget reduction to ramp down project.
- At least 3 current Shared Service alliances are active, one is emerging. Three will be monitored for sustainability and one family child care will receive technical assistance.

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

In the final year of Shared Services, funding will be 50% less than the previous year to ramp down the project.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Early Childhood Education Credential Advocacy Project	$700,000	$600,000	-14.28%

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 Permit and the issuance requirements of each level, as well as the development and adoption of a California ECE teaching credential. 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. During the final 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 19-20 represents the fourth 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 $600,000. The following activities were taken into account when developing the FY 19-20 budget:

• $500,000 – Contracted services to coordinate PEACH collaborative and stipends for participating faculty from colleges and universities. This includes $116,000 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, $52,000 for the PEACH Los Angeles Program Coordinator to manage logistics (collaborative meetings, conference calls, travel, etc.) and $222,000 for faculty stipends.
• $30,000 – Mileage and travel for PEACH representatives to attend both local and state meetings (i.e. CTC meetings, legislative visits, ECE Coalition)
• $25,000 – Training and meeting expenses including stakeholder convenings, advocacy training for PEACH members and onsite ECE Competencies mapping training for LA County colleges and universities.
• $45,000 – Other costs including printing/copying, telephone, postage, supplies, evaluation and an administrative fee to the fiscal agent.

Budget Assumptions:
• Based on FY 17-18 actual expenditures, FY 18-19 budget, and a projected decrease in organization capacity-building needs and the leveraging of additional resources.
• At least 20 community colleges and CSUs will participate in the project.

As PEACH enters its final year of partnership, staff will explore ways to better align PEACH's work and support with existing advocacy efforts funded under the ECE Policy and Advocacy Fund (PAF).

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Early Childhood Educator Competencies Curriculum Project	$700,000	$640,000	-8.57%

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 19-20, the seven organizations who provide professional development to early educators that were selected as grantees will embed the ECE Competencies in their training programs. To support the grantees, the project contracted with a training and technical assistance provider who is leading training, coaching and peer learning communities with the grantees.

Spending Plan and Funding Methodology

FY 19-20 represents the 3rd year of this new project as a part of the ECE Outcome Area in First 5 LA's 2015-2020 Strategic Plan. During the final year of the project, grantees will develop, deliver and refine training that embeds the ECE Competencies. The estimated FY 19-20 budget is $640,000 based on historical expenditure trends and anticipated need. The FY 19-20 budget is comprised of the following activities:

• $150,000 – ECE Competencies Training and Technical Assistance Provider will develop and facilitate four peer learning communities and fourteen technical assistance sessions (coaching) with the ECE Competencies grantees.

• $490,000 – First 5 LA awarded grants of $70,000 annually to seven ECE professional development organizations (grantees). As a core element of their activities, grantees will develop and deliver training programs that incorporate the ECE Competencies. Training programs will be tested with early educators in this fiscal year, 2019-2020. Also, grantees will participate in peer learning communities and technical assistance sessions (coaching).

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
ECE Workforce Registry	$665,000	$665,000	0.00%

Program Summary

The California Early Care and Education (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. As a centralized-based data system, the Registry will increase the accessibility and uniformity of data while reducing burden related to data collection, entry and processing, minimizing administrative duplication and facilitating reporting across the state.

This project will continue to fund the Child Care Alliance of Los Angeles (CCALA) to operate the California ECE Workforce Registry in LA County. CCALA will monitor and manage Registry data, provide technical support to Registry users, and support the ongoing development and refinement of the data system, while also increasing efforts towards integration with existing ECE systems.

Spending Plan and Funding Methodology

Funds will be used to operate the Registry which includes data management, data system development, outreach to workforce and working with ECE programs and systems (including QRIS) to integrate the Registry.

The FY 19-20 budget will continue to accommodate staff to assist with Registry operations in LA County, including outreach, data entry and technical support, as well as efforts towards local and statewide system alignment and integration, including the development of a Registry Codebook. The following costs are expected for FY 19-20:

- Labor costs: Estimates include labor hours to achieve and submit the deliverables listed in the performance matrix, which include: overseeing and managing Registry operations in LA County; managing and promoting expansion and sustainability locally and statewide; and overseeing Registry data system development. 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 refinement (which includes licensing fees). Cost estimates for this category are reduced based on anticipated reduced spending in database development. Total = $75,000.
- Additional costs: CCALA will contract for the design of the Registry Annual Brief, and to consult with the Statewide Manager of the Registry. The Statewide Manager would be responsible for overseeing, coordinating and promoting integration into existing ECE systems. Cost estimates for this category are reduced based on anticipation in an increase in statewide support and funding. Total = $25,000.
- Codebook: A consultant will be hired to develop a codebook and provide a technical description of the data housed in the Registry so that the Registry stakeholders, including researchers and funders, can use it for understanding the qualifications, needs and other characteristics of the ECE workforce; aligning data systems; and as a tool for planning and analysis to inform policy, strategy development, and budgeting. Total = $65,000.

Budget assumptions:
• A decreased amount of Registry development costs are anticipated for FY 19-20.
• While the local Quality Rating and Improvement System (QRIS) is expected to enter its expansion phase in FY19-20, there is limited capacity on the number of sites that can be added, and should therefore not have an impact on the Registry's need for additional resources.
• The Registry's current phase of work focuses on integration into existing ECE systems.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Emerging Opportunities - ECE Outcome Area	$475,000	$127,000	-73.26%

Program Summary

Resources under Emerging Opportunities will be utilized for projects that emerge during the FY 19-20. With the current local and state political environment -- including the Governor's commitment to increased Early Care and Education (ECE) support, the Office for the Advancement of Early Care and Education's (OAECE) strategic plan and new leadership, and the governance structure under Quality Start LA -- First 5 LA's ECE department will need to address and support projects that focus on the needs of young children and their families and are aligned with the 2015-2020 Strategic Plan.

Spending Plan and Funding Methodology

Resources under Emerging Opportunities will be utilized for projects that emerge during the FY 19-20. With the current local and state political environment- including the Governor's commitment to increased ECE support, the OAECE's strategic plan and new leadership, and the governance structure under Quality Start LA- First 5 LA's ECE department will need to be address and support projects that address the needs of young children and their families and are aligned with the 2015-2020 Strategic Plan. ($100,000)

In addition, Kenyon Consulting will provide facilitation and analytical support for the ECE Workgroup as part of First 5 LA's implementation assistance to the Office of Child Protection Prevention Plan. During this phase of the project, Kenyon Consulting will provide agenda management, facilitation for monthly meetings of the OCP ECE Workgroup, develop a proposed work plan to address the ECE recommendations and will develop analyses and requested reports to support the ECE recommendation implementation. The project was estimated to end on June 30, 2019, but staff is requesting a no-cost extension through September 30, 2019 in the amount of $27,000.

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

Funds associated with the OAECE Strategic Plan Development, the Office of Child Protection (OCP) Technical Assistance, and Pomona Unified School District's (PUSD) Reinvest in Success Preschool Pilot, which had previously been included here, have been removed from this line item.

Health Systems

HEALTH SYSTEMS

Authorized Positions

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. Our goal is to ensure early screening and intervention to mitigate the impacts of trauma exposure and developmental-behavioral delays. Working in partnership, we will strengthen existing systems and build upon promising practices to reduce stigma, improve outcomes, and elevate the importance of early childhood 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 and Resiliency Informed Systems Change. 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 facilitation and on-going communication between and among key stakeholders as well as 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 pre-natal to age 5 and their families

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	842,454	842,454	604,636	846,162	3,708
	Total Employee Benefits	241,847	241,847	180,000	229,547	(12,300)
	Total Personnel Services	**1,084,301**	**1,084,301**	**784,636**	**1,075,709**	**(8,592)**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	2,400	1,100	417	1,440	340
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	1,800	1,800	1,050	4,800	3,000
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	1,200	1,200	295	1,200	-
6265	Subscriptions & Publications	500	500	-	500	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	2,000	3,000	243	3,000	-
	Total Operating Services	**7,900**	**7,600**	**2,005**	**10,940**	**3,340**
Consultant Services						
6410	Consultant Fees	-	5,000	-	3,000	(2,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**5,000**	**-**	**3,000**	**(2,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	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**	**1,000**	**-**	**1,000**	**-**
Travel Expenses						
6610	Airfare	5,200	5,200	3,305	5,200	-
6620	Lodging	11,000	9,000	168	11,000	2,000
6640	Per Diem	4,200	4,200	4,200	4,200	-
6650	Other Travel Expense	-	1,800	1,274	1,800	-
	Total Travel Expenses	**20,400**	**20,200**	**8,946**	**22,200**	**2,000**
Professional Development						
6810	Training Materials & Supplies	-	-	2,795	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	19,600	16,100	11,500	17,000	900
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**19,600**	**16,100**	**14,295**	**17,000**	**900**
	Total OPERATING EXPENSES	**1,134,201**	**1,134,201**	**809,882**	**1,129,849**	**(4,352)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Health Systems	$1,134,201.00	$1,129,849.00	-0.38%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$842,454.00	$846,162.00	0.44%

Description

Social Security Tax	$241,847.00	$229,547.00	-5.08%

Description

Mileage, Parking and Other Transportation	$1,100.00	$1,440.00	30.90%

Description

Provides for cost related to travel (including parking and mileage) for local meetings with grantees/contractors and strategic partners as well as regional or local trainings and conferences. In addition, covers the cost of the monthly allowance for public transportation.

Cell Phone & Mobile Devices	$1,800.00	$4,800.00	166.66%

Description

Provides for $50 per month reimbursement to 8 staff for use of personal cell phone or mobile device to conduct First 5 LA business.

Office Supplies	$1,200.00	$1,200.00	0.00%

Description

Provides for general office supplies for 8 FTEs for 12 months. This comes out to approximately $12/month/FTE for the year.

Subscriptions & Publications	$500.00	$500.00	0.00%

Description

Provides for the purchase of resource books as well as journal articles related to Health Systems work.

Internal Meetings	$3,000.00	$3,000.00	0.00%

Description

Provides for meetings that may include Commissioners, staff, grantees/contractors and stakeholders including expenses tied to department retreats.

Consultant Fees	$5,000.00	$3,000.00	-40.00%

Description

Provides funding for departmental capacity building and content-specific workshops/trainings not covered through anticipated programmatic consultant support.

Professional Dues	$1,000.00	$1,000.00	0.00%

Description

Provides for staff to be members of professional organizations such as American Public Health Association and Collaborative Family Healthcare Association.

Airfare	$5,200.00	$5,200.00	0.00%

Description

Provides for airfare to and from professional conferences or meetings outside of Los Angeles area. Travel is expected to Northern California as well as the Mid-West/East Coast for national summits/forums/conferences. The amount is based on 18-19 budget expenditures.

Lodging	$9,000.00	$11,000.00	22.22%

Description

Provides for lodging at multi-day conferences or meetings outside of the Los Angeles area. Expected travel to Northern California and Mid-West (Help Me Grow 2020 National Forum location). The amount is based on FY18-19 expenditures.

Per Diem	$4,200.00	$4,200.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area. The amount is based on FY18-19 expenditures.

Other Travel Expenses	$1,800.00	$1,800.00	0.00%

Description

Provides for travel related expenses outside of LA County such as airport parking, cab/ride share, train/public transportation. Amount is based on FY18-19 expenditures.

Conference/Training Registrations	$16,100.00	$17,000.00	5.59%

Description

Provides for registration expenses for professional conferences and specialized in house training and workshops for the Health Systems staff to support the 2015-2020 Strategic Plan activities. Also provides for online and in-person professional development training specific to the Administrative Assistant role on a variety of department support topics. Activities may also complement organization-wide training, including focus on development of specific and general content knowledge, as needed. The amount is based on FY18-19 expenditures.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Help Me Grow	$1,660,000	$3,865,000	132.83%

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. First 5 LA adopted the HMG framework in order to achieve health-related systems change outcomes as outlined in the 2015-2020 Strategic Plan. HMG includes 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.

First 5 LA and Los Angeles County Department of Public Health are co-implementing the Help Me Grow system in LA County. FY19-20 will focus on the development of strategic partnerships and release for proposals (RFPs) to implement the HMG core components. The HMG-LA Implementation Plan developed over the FY18-19 year, coupled with the HMG-LA Recommendation Report "Promoting Young Children's Optimal Development" from the early planning period in FY16-17/FY17-18, will inform LACDPH's implementation of the Centralized Access Point and Data Collection Analysis component. First 5 LA will be lead for Community and Family Engagement as well as Health Care Provider Outreach.

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 (released October 2017). They include: 1) Core Infrastructure, 2) Community Focused, 3) Policy and Systems Change, and 4) Evaluation. These categories were also used to inform the Board at multiple PPC and full board of commissioners meetings throughout 2017 and 2018.

The FY19-20budget is based on current trend and anticipated start-up costs, resulting from staffing and or infrastructure investment, to procure and implement HMG components and related activities. FY 19-20 estimates are also based on a 5-year spending projection completed in Fall 2017 and updated Fall 2018, which addresses need, timeline and proposed contract amounts. Additionally, the total budget is rounded up to the nearest thousand, per internal guidelines.

Core Infrastructure includes costs associated with HMG-LA Organizing Entity (LACDPH), three HMG-LA Advisory Committees (Leadership, Family, and Data), the Centralized Access Point component, the Data Collection and Analysis component, as well as, Child Health Provider Outreach component. Community Focused work includes the Community and Family Engagement component, L.A. County early identification and intervention resource mapping and alignment with other F5LA investments and the HMG-L.A. Demonstration Communities. Policy and Systems Change includes our partnership with HMG-National, HMG-CA, systems mapping, as well as other local and statewide advocacy efforts. Marketing and Communications is also included within this section. And last, Evaluation includes evaluation of the First Connection investment and other investments contributing to strengthening the early

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

identification and intervention field.

1. CORE INFRASTRUCTURE

A. Organizing Entity (LACDPH lead) $1,440,312 - Board approval is anticipated in May 2019 with the contract continuing for a second year on July 1, 2019. (Initial Board approval for a 5-year Strategic Partnership with LACDPH to serve as the HMG organizing entity occurred in May 2018, total amount $10.1M) As the HMG Organizing Entity, LACDPH is responsible for planning and carrying out the implementation of the HMG Centralized Access Point and Data Collection and Analysis. Major costs include personnel, consultant support, space, program supplies and equipment. LACDPH's FY 19-20 deliverables will be informed by the HMG-LA Implementation Plan which is anticipated for completion in Spring 2019. Based on current planning, it is anticipated key activities for FY19-20 will include implementation of the Centralized Access Point component and Data & Collection Analysis component, which may include procurement and entering into contractual agreements with vendors. In addition, it is expected LACDPH will continue to maintain the three HMG-LA Advisory Committees (e.g.: consulting support, food, space, parent stipends for 4 meetings per year per Committee). Lastly, LACDPH is also responsible for continuing engagement with the City of Long Beach Department of Health and Human Services and the City of Pasadena Public Health Department, as well as, with key child and family serving agencies across LA County.

B. Child Health Provider Outreach (First 5 LA lead) $712,918- 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. Help Me Grow LA –Demonstration Communities (First 5 LA lead) $850,000- Costs include implementing the seven HMG-LA Demonstration Communities across LA County. Funding also includes support for a technical assistance to support each HMG-LA Demonstration Community collaborative. The HMG-LA Demonstration Communities will seek to include cross-sector agencies that are a part of the early identification and intervention continuum, including several F5LA investment areas (e.g.: Home Visiting, ECE –QRIS, Best Start Communities, etc.)

3. POLICY AND SYSTEMS CHANGE

A. HMG Policy and Advocacy (First 5 LA lead) $233,879- includes costs to 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.

B. Marketing and Communications (First 5 LA lead) $500,000- includes social media and web platform development, branding and marketing, etc.

4. EVALUATION

A. First Connection Evaluation (First 5 LA lead) $127,500 - costs include funding to contract with an independent evaluator to assess the First Connection program during FY19-20. Findings will inform strategy to sustain elements of the First Connection program beyond the life of the grant and implementation of HMG-LA.

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

The Health Systems 1: Early Identification and Intervention –Help Me Grow program budget FY 18-19 is considerably "lean" compared to subsequent years FY 19-23, largely due to continued emphasis on early implementation planning for HMG-LA with key partners including LACDPH and the L.A. Health Care during FY 18 -19.

The FY 19-20 budget anticipates a shift from this early planning phase to implementation, which includes launching several investments including the L.A. Care pilot and the HMG-LA Demonstration Communities. In addition, the FY 19-20 budget also includes anticipated start-up costs, such as staffing and or infrastructure investment necessary to procure and implement core components of HMG-LA HMG components and related activities.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
First Connections	$950,000	$950,000	0.00%

Program Summary

The goal of First Connections is to address systemic barriers and reduce disparities in screening and care faced by young children with Autism Spectrum Disorders and other Developmental Delays and their families from culturally and linguistically diverse underserved communities with limited access to services. This project will also help to inform the implementation of Help Me Grow - LA (HMG-LA) with a focus on community engagement and service delivery.

Spending Plan and Funding Methodology

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). The resources will be utilized to continue to focus on the early identification of Autism and Other Developmental Delays to increase the number of children from underserved communities that are screened, receive referrals to early intervention services, if needed, and are integrated into Los Angeles County's various systems of care. First Connections costs are based on historical data and anticipated need for FY 19-20.

The program costs include seven contracts: one (1) Training and Technical Assistance (TA) Provider and six (6) community-based organizations (CBOs) to implement this program. The majority of contract/grant expenses include: personnel costs, screening materials, outreach, and training.

The Training and TA Provider and the six community-based organizations will enable developmental screenings for infants and toddlers to be initiated and/or continued in underserved communities; conduct outreach to parents and families; create support and educate parents and families; provide referrals, guidance, and follow up for intervention services; and work with the selected TA Provider to build their capacities.

With this investment, all six community-based organizations will serve the Best Start Communities.

The Training and TA Provider will also support the selected six community-based organizations by developing guidelines for screening tools adherence, scoring completed screening tools, discussing screening results with parents, making appropriate referrals for early intervention services, and follow-up on referred services.

To support Sustainability, a Train-the-Trainer approach is being implemented at the agencies, with support from the TA Provider. Additionally, tools will be translated to Chinese – Mandarin, Japanese, Korean and Punjabi.

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Trauma-Informed Care	$827,000	$697,000	-15.71%

Program Summary

In FY 19-20, First 5 LA will continue to foster trauma and resiliency-informed systems change efforts across Los Angeles County. We will partner with County departments, foundations, and key stakeholders to explore opportunities for systems change 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 of engagement of systems leaders and facilitated discussions to determine readiness and commitment including dedicating resources, time, and energy necessary to successfully accomplish this work. In addition, the focus of FY 19-20 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) School Districts, County and City Partners: Resources to support partners - such as the Los Angeles County Office of Violence Prevention, Los Angeles County Department of Health Services, City of Long Beach Department of Health and Human Services, Los Angeles Unified School District, and Los Angeles County Department of Mental Health - 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

The following outlines the spending plan for supporting and implementing the trauma and resiliency-informed systems change work:

1) Countywide Exploration and Coordination: $160,000
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. This amount will be contributed to the pooled fund to support continued exploration of opportunities for trauma and resiliency-informed systems change. As we enter Year 3, pooled funds will also continue to support implementation of potential strategies identified in the Year 1 and Year 2 Reports. Potential strategies include funder convenings/summits to build awareness or commitment to movements in particular systems. Other funders, including California Community Foundation and the Ralph M. Parsons Foundation have contributed to the pooled fund to support this ongoing work and implementation.

2) Service Delivery System Improvement $151,500
Funds 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 and Resiliency-Informed Care. Funds will support the continuation of our partnership with the City of Long Beach Department of Health and Human Services and early implementation and capacity building of L.A. County Office of Violence Prevention (OVP). Additionally, there may be readiness for Los Angeles Unified School District (LAUSD) to embrace a trauma and resiliency informed approach in upcoming organizational and transformational change efforts in Re-Imagining LA Unified.

3) Alignment with other First 5 LA Investments $330,500
These funds will support the process of aligning and transforming other First 5 LA investments to be trauma informed. Specific investments identified for FY 19-20 are with our Communities department, leveraging resources within the Communities Department programmatic budget. In addition, this section may support First 5 LA's internal transformation to become trauma informed, with potential activities including organizational assessments and staff

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

training.

4) Communications & Marketing: $50,000
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.

5) Policy: $5,000
These funds will support statewide policy and advocacy related activities through the California Campaign to Counter Childhood Adversity (4CA). It will also cover any emerging policy-related opportunities to further trauma and resilience-informed efforts.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Emerging Opportunities - Health Outcome Area	$250,000	$185,000	-26.00%

Program Summary

In addition to the external countywide work, First 5 LA will explore internal and external emerging opportunities that may arise during FY 19-20 which align with the strategic plan desired outcomes and goals, with relation to the Health Outcome Area. Opportunities may include a partnership with LA County Department of Mental Health (DMH), LA County Department of Health Services (DHS) and other internal Early Identification and Intervention (EII) integration opportunities.

Spending Plan and Funding Methodology

A total of $185,000 has been identified for use in FY 19-20 to respond to emerging opportunities and partnerships that align with the organization's direction. First 5 LA will continue to monitor the external landscape for opportunities that may emerge during the year which align and promote First 5 LA's health-related goals and desired outcomes.

1) DMH Partnership: $10,000
Potential funding opportunities include sponsoring the upcoming DMH Birth to Five Symposium to cover costs such as translation or child care.

2) EII Integration: $120,000
Funds will support pilot opportunities at grantee sites prime to integrate EII and Trauma-Informed Care (TIC) efforts as well as Quality Rating and Improvement Systems (QRIS) and Help Me Grow (HMG-LA) efforts. Funds will also be used to support emerging opportunities to implement ACEs screening at managed care partner clinic sites.

3) DHS Partnership: $40,000
Funds will support training for Adverse Childhood Experience (ACE) screenings and referral pilot at DHS primary care sites with the potential to scale countywide. It is anticipated that multiple funders will support this pilot.

4) Sponsorship: $15,000
Funds will support potential sponsorship opportunities for TIC-related events, American Academy of Pediatrics (AAP) Chapter 2 Town Halls/Symposia and other opportunities.

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

Percent decrease from prior year reflects conservative estimates for promising emerging opportunities.

ATTACHMENT D:

POLICY & STRATEGY DIVISION

–

DETAIL BY PROGRAM AND OPERATING COSTS

POLICY & STRATEGY DIVISION SUMMARY FY 2019-20

		FY 2018-19	FY 2019-20						
		Revised Budget	Policy & Strategy Division	Communications	Community Relations	Public Policy and Government Affairs	Strategic Partnerships	Approved Budget	Variance from FY 2018-19
Personnel Services									
Salaries									
	Total Salaries	3,184,908	370,365	792,511	514,360	798,954	607,899	3,084,089	(100,819)
	Total Employee Benefits	920,443	89,222	248,352	178,899	204,088	193,247	913,808	(6,635)
				-					
	Total Personnel Services	**4,105,351**	**459,587**	**1,040,863**	**693,259**	**1,003,042**	**801,146**	**3,997,897**	**(107,454)**
Operating Services									
6205	ADP-Payroll	-	-	-	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-	-	-	-
6215	Utilities	-	-	-	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	16,500	2,500	3,000	4,900	4,500	1,600	16,500	-
6230	Telephone	-	-	-	-	-	-	-	-
6235	Cell Phone & Mobile Devices	15,600	1,200	2,400	3,000	4,800	4,200	15,600	-
6240	Outside Printing & Publishing	19,000	-	15,000	-	2,500	-	17,500	(1,500)
6245	Other Supplies	-	-	-	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-	-	-	-
6255	Educational Supplies	3,600	-	-	-	900	-	900	(2,700)
6260	Office Supplies	11,200	1,000	6,000	1,200	2,250	1,000	11,450	250
6265	Subscriptions & Publications	13,600	500	2,000	600	10,500	500	14,100	500
6270	Capital Outlay	-	-	-	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-	-	-	-
6290	Offsite Storage	18,900	-	23,652	-	-	-	23,652	4,752
6295	Hardware & Software Maintenance	3,500	-	3,000	-	-	-	3,000	(500)
6300	Miscellaneous/Contingency	-	-	-	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-
6310	Internal Meetings	38,500	5,000	11,500	4,000	12,500	3,000	36,000	(2,500)
6315	Divisional Capacity Building	25,000	25,000	-	-	-	-	25,000	-
	Total Operating Services	**165,400**	**35,200**	**66,552**	**13,700**	**37,950**	**10,300**	**163,702**	**(1,698)**
Consultant Services									
6410	Consultant Fees	15,000	-	-	15,000	-	-	15,000	-
6420	Other Professional Fees	-	-	-	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-	-	-	-
	Total Consultant Services	**15,000**	**-**	**-**	**15,000**	**-**	**-**	**15,000**	**-**
Professional Services									
6510	Audit	-	-	-	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-	-	-	-
6540	Professional Dues	5,472	-	1,500	2,000	-	700	4,200	(1,272)
6550	Staff Recruitment	-	-	-	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-	-	-	-
	Total Professional Services	**5,472**	**-**	**1,500**	**2,000**	**-**	**700**	**4,200**	**(1,272)**
Travel Expenses									
6610	Airfare	92,000	14,000	13,000	7,200	50,000	9,600	93,800	1,800
6620	Lodging	56,000	8,000	14,000	9,000	17,500	10,000	58,500	2,500
6640	Per Diem	28,500	5,500	7,000	2,500	12,500	4,500	32,000	3,500
6650	Other Travel Expense	9,000	-	-	2,000	5,000	2,000	9,000	-
	Total Travel Expenses	**185,500**	**27,500**	**34,000**	**20,700**	**85,000**	**26,100**	**193,300**	**7,800**
Professional Development									
6810	Training Materials & Supplies	2,600	-	2,600	-	-	-	2,600	-
6820	Internal Training	30,400	-	12,000	-	18,400	-	30,400	-
6830	Leadership Programs	-	-	-	-	-	-	-	-
6840	Conference Registrations	61,000	8,000	20,000	12,000	9,000	12,000	61,000	-
6850	External Education/Training	36,200	-	11,000	6,000	7,500	10,200	34,700	(1,500)
	Total Professional Development	**130,200**	**8,000**	**45,600**	**18,000**	**34,900**	**22,200**	**128,700**	**(1,500)**
	Total OPERATING EXPENSES	**4,606,923**	**530,287**	**1,188,515**	**762,659**	**1,160,892**	**860,446**	**4,502,799**	**(104,124)**

Policy & Strategy Division Support

POLICY & STRATEGY DIVISION SUPPORT

Authorized Positions

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.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	372,095	372,095	333,776	370,365	(1,730)
	Total Employee Benefits	85,329	85,329	75,327	89,222	3,893
	Total Personnel Services	**457,424**	**457,424**	**409,103**	**459,587**	**2,163**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	2,500	2,500	2,016	2,500	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	1,200	1,200	-	1,200	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	261		-
6255	Educational Supplies	-	-	80		-
6260	Office Supplies	1,000	1,000	469	1,000	-
6265	Subscriptions & Publications	500	500	112	500	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	5,000	5,000	5,000	5,000	-
6315	Divisional Capacity Building	25,000	25,000		25,000	-
	Total Operating Services	**35,200**	**35,200**	**7,937**	**35,200**	**-**
Consultant Services						
6410	Consultant Fees	-	-	71,503	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**71,503**	**-**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	1,000	-		(1,000)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**1,000**	**-**	**-**	**(1,000)**
Travel Expenses						
6610	Airfare	14,000	14,000	11,396	14,000	-
6620	Lodging	8,000	8,000	4,007	8,000	-
6640	Per Diem	5,500	5,500	5,564	5,500	-
6650	Other Travel Expense	-	-	1,821		-
	Total Travel Expenses	**27,500**	**27,500**	**22,787**	**27,500**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	8,000	8,000	7,838	8,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**8,000**	**8,000**	**7,838**	**8,000**	**-**
	Total OPERATING EXPENSES	**529,124**	**529,124**	**519,167**	**530,287**	**1,163**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Policy & Strategy Division Support	$529,124.00	$530,287.00	0.22%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$372,095.00	$370,365.00	-0.46%

Description

Social Security Tax	$85,329.00	$89,222.00	4.56%

Description

Mileage, Parking and Other Transportation	$2,500.00	$2,500.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phone & Mobile Devices	$1,200.00	$1,200.00	0.00%

Description

Provides for reimbursement of cell phone charges including data plan for eligible employees, not to exceed $50.00 per month.

Office Supplies	$1,000.00	$1,000.00	0.00%

Description

Provides for general office supplies for department staff.

Subscriptions & Publications	$500.00	$500.00	0.00%

Description

Provides for subscription services and publications.

Internal Meetings	$5,000.00	$5,000.00	0.00%

Description

Provides for local meeting expenses.

Division Capacity Building	$25,000.00	$25,000.00	0.00%

Description

Airfare	$14,000.00	$14,000.00	0.00%

Description

Provides for airfare to and from professional conferences outside of the local area; increases funding by $3,000 from FY 18-19 to reflect high utilization of the FY 18-19 budget due to increased travel for advocacy trips and meetings to support policy and systems change. This budget is based on the following:
1) $350 per flight to Sacramento, CA two to three times per month - $11,400
2) Two flights to Washington, DC for federal advocacy - $1,000
3) Professional Conference flights - $1,600

Lodging	$8,000.00	$8,000.00	0.00%

Description

Provides for lodging at professional conferences outside of the local area. The average hotel room for frequent destinations averages at $250 per night. At this average rate, the budget would cover nearly 32 hotel nights for the division in FY 19-20.

Per Diem	$5,500.00	$5,500.00	0.00%

Description

Provides for daily expenses incurred while attending conferences outside of the local area. The Policy and Strategy Division frequently travels for meetings, conferences, and other events outside of LA County. The per diem rate for frequent destinations ranges from $64 to $69. Assuming an average per diem rate of $66, this budget would allow for approximately 83 days of travel.

Conference/Training Registrations	$8,000.00	$8,000.00	0.00%

Description

Provides for registration fees for professional conferences and local seminars.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Emerging Opportunities - Policy & Strategy	$75,000	$50,000	-33.33%

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. In light of declining Proposition 10 Tobacco Tax revenues, the policy and strategy division will lead a critical role in helping to identify alternative sources of prospective revenue, e.g. cannabis tax dollars, to offset the Proposition 10 tax shortfall. These resources will allow First 5 LA to respond in a timely manner and seize time-critical opportunities as they arise.

Spending Plan and Funding Methodology

FY 19-20 resources will be utilized to support the policy & strategy division in identifying alternative revenue sources for the organization. The activities and costs associated with this venture have not yet been specifically identified. Funding estimates are based on past amounts funded to support emerging opportunities.

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

Resources needed to respond to emergent work varies from year to year and are dependent on the established priorities. The FY 19-20 priorities are focused on the identification of other potential revenue sources.

Communications

COMMUNICATIONS

Authorized Positions

Director	1
Communications Manager, Marketing Strategies	1
Communications Manager, Stakeholder Strategies	1
Communications Manager, Strategic Initiatives	1
Graphic Designer	1
Digital Content Specialist	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 19-20 these shifts include continued 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 partner organization and stakeholder groups.

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 19-20 budget includes $15,000 to pay these employees an average of $20 an hour. In FY 19-20, 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 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	867,176	867,176	736,426	792,511	(74,665)
	Total Employee Benefits	262,549	262,549	218,052	248,352	(14,197)
	Total Personnel Services	**1,129,725**	**1,129,725**	**954,478**	**1,040,863**	**(88,862)**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	3,000	3,000	46	3,000	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	2,400	2,400	414	2,400	-
6240	Outside Printing & Publishing	15,000	15,000	5,706	15,000	-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-			-
6255	Educational Supplies	-	-	855		-
6260	Office Supplies	5,000	5,000	1,442	6,000	1,000
6265	Subscriptions & Publications	1,500	1,500	779	2,000	500
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	18,900	18,900	3,942	23,652	4,752
6295	Hardware & Software Maintenanc	3,500	3,500	515	3,000	(500)
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	11,500	11,500	209	11,500	-
	Total Operating Services	**60,800**	**60,800**	**13,908**	**66,552**	**5,752**
Consultant Services						
6410	Consultant Fees	10,000		-	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**10,000**	**-**	**-**	**-**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,472	1,472	270	1,500	28
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,472**	**1,472**	**270**	**1,500**	**28**
Travel Expenses						
6610	Airfare	13,000	13,000	1,734	13,000	-
6620	Lodging	14,000	14,000	5,186	14,000	-
6640	Per Diem	7,000	7,000	2,578	7,000	-
6650	Other Travel Expense	-	-	506	-	-
	Total Travel Expenses	**34,000**	**34,000**	**10,003**	**34,000**	**-**
Professional Development						
6810	Training Materials & Supplies	2,600	2,600	-	2,600	-
6820	Internal Training	12,000	12,000	-	12,000	-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	20,000	20,000	6,528	20,000	-
6850	External Education/Training	11,000	11,000	673	11,000	-
	Total Professional Development	**45,600**	**45,600**	**7,201**	**45,600**	**-**
	Total OPERATING EXPENSES	**1,281,597**	**1,271,597**	**1,017,005**	**1,188,515**	**(83,082)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Communications	$1,271,597.00	$1,188,515.00	-6.53%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$867,176.00	$792,511.00	-8.61%

Description

Social Security Tax	$262,549.00	$248,352.00	-5.40%

Description

Mileage, Parking and Other Transportation	$3,000.00	$3,000.00	0.00%

Description
The Mileage & Parking Expense budget is based on an average annual per-person reimbursement of $300 for a 10 person department, for a total of $3,000.

Cell Phone & Mobile Devices	$2,400.00	$2,400.00	0.00%

Description

Outside Printing & Publishing	$15,000.00	$15,000.00	0.00%

Description
The outside printing and publications budget of $15,000 is based on historical averages and ongoing need of organization-wide printed stationery materials which include the following: Business Cards for an estimated 50% of First 5 LA staff, letterhead for all departments, envelopes of four sizes, and other branded holiday, thank you and birthday cards. Large-scale print production and publishing needs will be funded via the Communications and Marketing programmatic budget.

Office Supplies	$5,000.00	$6,000.00	20.00%

Description
The general office supplies budget is estimated at $3,000 for a team of 10 - averaging about $250 a month for the entire team based on historical average monthly spending. An additional $3,000 is being factored in to cover costs of specialty items for the design team to cover the cost of design work for the entire organization - including sprays/adhesives, foam boards, mounting materials, cutting supplies and mats, special inks, specialty papers of various sizes, batteries, such as headphones, phone headsets, along with a portable podium, microphones, and a "mult" box for media events, lighting equipment, replacement camera equipment, electronic storage devices, miscellaneous electronic accessories, and other supplies as needed for photo shoots.

Subscriptions & Publications	$1,500.00	$2,000.00	33.33%

Description

Anticipated costs for Subscriptions and Publications are estimated at $2000 for FY 19-20 to cover subscriptions to the following print and electronic publications:
1. LA Times ($87/ 8-weeks) - $522.00
2. New York Times ($15/month) - $180
3. SJ Mercury News ($9.95/month) - $119
4. Washington Post ($10/month) - $120
5. Education Week ($19/month) - $228
6. Grammarly ($140/yr/user) - $280
7. Wall St. Journal ($111/6 months) - $222
8. Associated Press Stylebook Online (7 users) - $200
9. Full Contact - $60/yr

Offsite Storage	$18,900.00	$23,652.00	25.14%

Description

Offsite storage unit rent has increased to $657 per month x 12 = $7,884. Currently, we have 3 storage spaces at First 5 LA fully stocked with collateral items that will likely require two additional units if moved offsite. $7,884 x 3 = $23,652. We anticipate these costs will be reduced in FY19-20 as storage space is consolidated and a RFV for the fulfillment of promotional items is enacted.

Hardware & Software Maintenance	$3,500.00	$3,000.00	-14.28%

Description

In FY 19-20 we anticipate spending $3,000 for hardware and software maintenance which includes:
1. Adobe Creative Cloud software suite ($49.99/user/month) - $1200 for 2 person design team
2. AirTable ($10/user/month) - $600 for 5 person content development team
3. Cloudflare ($20/month) - $240

In addition to software subscriptions, we anticipate spending $960 for parts and maintenance for photography and videography equipment.

Internal Meetings	$11,500.00	$11,500.00	0.00%

Description

The proposed amount $11,500 for Internal Meetings is based upon past needs and expenditures which includes room rentals, food and other side-related costs necessary for Communications Department staff training, planning and strategy sessions including $7,500 for 10 half-day strategic planning retreats (10 x $750), $2,000 for 4 quarterly event staff trainings (4 x $500) and $2,000 for 4 convenings of communications workgroups composed of internal First 5 LA staff (4 x $500).

Professional Dues	$1,472.00	$1,500.00	1.90%

Description

The FY 19-20 estimated Dues and Subscriptions budget of $1,500 will cover the costs associated with the monthly online dues for the department's e-newsletter and e-blast needs such as:
1. MailChimp ($100/month) - $1,200
2. Dropbox - $100/year (storage site for videos, photos, etc.)

Airfare	$13,000.00	$13,000.00	0.00%

Description

In FY 19-20 the Communications Department anticipates spending $9,500 to send several staff members to the conferences listed below. The recommended proposed airfare amount is based on average airfare costs for each conference location, based on historical information and current research.
1. AMA Nonprofit Marketing Conference - Washington, D.C. (1 staff)
2. Strategic Communications Summit - Washington. D.C. (2 staff)
3. Excellence in Journalism Conference - In State (1 staff)
4. ComNet 2019 - In State (4 Staff)
5. Digital Summit - Philadelphia (2 staff)
6. Content Marketing World - Cleveland, Ohio (2 staff)
7. Internal Communications Best Practices - Chicago, IL (1 staff)
8. PR and Media Relations Summit - New York, NY (1 staff)
9. Strategic Internal Communications Summit - West Coast - In State (2 staff)
10. Speech Writers Conference – Washington, D.C (1 staff)
11. Internal Communications Webinars and Conferences - West Coast - In State
12. Management Conferences (local LA)
13. Society of Professional Journalists conference (1 person)
14. PRSA Public Affairs and Government Summit – Detroit, MI (2 staff)

Additionally, the Communications Department anticipates spending $3,500 to send several staff members to Sacramento, and other areas of the state as needed, to support First 5 LA's advocacy efforts and to participate in First 5 network events and convenings, such as First 5 Association meetings, and First 5 Advocacy Day.

Lodging	$14,000.00	$14,000.00	0.00%

Description

In FY 19-20 the Communications Department anticipates spending $9000 to send several staff members to the conferences listed below. The recommended proposed lodging amount is based on average hotel costs for each conference location, based on historical information and current research.
1. AMA Nonprofit Marketing Conference - Washington, D.C. (1 staff)
2. Strategic Communications Summit - Washington. D.C. (2 staff)
3. Excellence in Journalism Conference - In State (1 staff)
4. ComNet 2019 - In State (4 Staff)
5. Digital Summit - Philadelphia (2 staff)
6. Content Marketing World - Cleveland, Ohio (2 staff)
7. Internal Communications Best Practices - Chicago, IL (1 staff)
8. PR and Media Relations Summit - New York, NY (1 staff)
9. Strategic Internal Communications Summit - West Coast - In State (2 staff)
10. Speech Writers Conference – Washington, D.C (1 staff)
11. Internal Communications Webinars and Conferences - West Coast - In State
12. Management Conferences (local LA)
13. Society of Professional Journalists conference (1 person)
14. PRSA Public Affairs and Government Summit – Detroit, MI (2 staff)

Additionally, the Communications Department anticipates spending $5000 for lodging for several staff members for trips to Sacramento, and other areas of the state as needed, to support First 5 LA's advocacy efforts and to participate in First 5 network events and convenings, such as First 5 Association meetings, and First 5 Advocacy Day.

Per Diem	$7,000.00	$7,000.00	0.00%

Description

Per Diem
The Communications Department anticipates spending $5,500 for per diems in FY 18-19. This calculation is based on per diem guidelines based on year and location for staff to attend the conferences listed below.
1. AMA Nonprofit Marketing Conference - Washington, D.C. (1 staff)
2. Strategic Communications Summit - Washington. D.C. (2 staff)
3. Excellence in Journalism Conference - In State (1 staff)
4. ComNet 2019 - In State (4 Staff)
5. Digital Summit - Philadelphia (2 staff)
6. Content Marketing World - Cleveland, Ohio (2 staff)
7. Internal Communications Best Practices - Chicago, IL (1 staff)
8. PR and Media Relations Summit - New York, NY (1 staff)
9. Strategic Internal Communications Summit - West Coast - In State (2 staff)
10. Speech Writers Conference – Washington, D.C (1 staff)
11. Internal Communications Webinars and Conferences - West Coast - In State
12. Management Conferences (local LA)
13. Society of Professional Journalists conference (1 person)
14. PRSA Public Affairs and Government Summit – Detroit, MI (2 staff)

Additionally, the Communications Department anticipates spending $1,500 in per diems to for staff members on trips to Sacramento, and other areas of the state as needed, to support First 5 LA's advocacy efforts and to participate in First 5 network events and convenings, including First 5 Association meetings, and First 5 Advocacy Day.

Training Materials and Supplies	$2,600.00	$2,600.00	0.00%

Description

The proposed amount of $2,600 for Training Materials and Supplies is based upon past needs and expenditures for Communications Department staff training, planning and strategy sessions including monthly strategic planning retreats, quarterly event staff training and convenings of various communications workgroups, and for books and other publications intended for professional development purposes.

Internal Training	$12,000.00	$12,000.00	0.00%

Description

Conference/Training Registrations	$0.00	$20,000.00	100.00%

Description

In FY 19-20 the Communications Department anticipates spending $20,000 to send several staff members to the conferences such as the ones listed below. The proposed amount is based on average costs for each conference registration, taking advantage of "early bird," and/or nonprofit rates, based on historical information and current research.

1. AMA Nonprofit Marketing Conference - Washington, D.C. (1 staff)
2. Strategic Communications Summit - Washington. D.C. (2 staff)
3. Excellence in Journalism Conference - In State (1 staff)
4. ComNet 2019 - In State (4 Staff)
5. Digital Summit - Philadelphia (2 staff)
6. Content Marketing World - Cleveland, Ohio (2 staff)
7. Internal Communications Best Practices - Chicago, IL (1 staff)
8. PR and Media Relations Summit - New York, NY (1 staff)
9. Strategic Internal Communications Summit - West Coast - In State (2 staff)
10. Speech Writers Conference – Washington, D.C (1 staff)
11. Internal Communications Webinars and Conferences - West Coast - In State
12. Management Conferences (local LA)
13. Society of Professional Journalists conference (1 person)
14. PRSA Public Affairs and Government Summit – Detroit, MI (2 staff)

External Education/Training	$11,000.00	$11,000.00	0.00%

Description

The Communications Department has responsibility for engaging staff across the organization. Funds will be used for training of department staff to establish baseline levels of knowledge around topics relevant to department functions, such as strategic thinking, the ability to source and use relevant data on the best way to communicate with First 5 LA's target audiences, and foundational skills required in communications work: marketing, writing, relationship building, branding and reputation, content creation, messaging, and social media engagement. All professional development within the Communications Department is to support the successful identification, creation, and execution of organization-wide communications strategies. Estimated training cost $2,000-3,500 per session/topic, with particular focus on department leadership. Budget is for $1,100 per staff of 10 ($1,100 x 10). $11,000 has been budgeted for professional development.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Strategic Communications		$2,875,000	0.00%

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 is also a strategic enabler of First 5 LA's policy and systems change work.

During FY 19-20, the Communications Department will continue developing and implementing strategic communications and marketing plans that engage decision makers; build First 5 LA's brand; elevate awareness and create urgency; support internal communications to help advance the Strategic Plan's outcome and results 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, and research into the attitudes of the general public and parents on issues that affect early childhood development.

Funding for communications and marketing support 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 19-20 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 on an analysis of historical expenditures coupled with several years of First 5 LA marketing and communications experience. This includes costs associated with the utilization of a strategic communications and marketing firm, estimates to create and develop digital properties such as websites and blogs, and fees to freelance vendors and consultants to support staff in content creation and implementation of events.

The spending plan and methodology is also based on costs to support similar projects in FY 18-19 as well as unique scope of work estimates for activities planned in FY 19-20, including support for internal communications; analysis and refinements to First 5 LA's websites and digital properties; and qualitative and quantitative research on the public's perceptions of issues and First 5 LA's brand.

1) $1,875,000 GENERAL MARKETING AND COMMUNICATIONS SUPPORT FOR FIRST 5 LA PROGRAMS, EFFORTS, AND INITIATIVES:
During FY 19-20, the Communications Department will continue to support the work of other Departments and workgroups by providing strategic communications and marketing counsel to advance the programmatic and policy goals of the 2015-2020 Strategic Plan. The proposed budget request includes $1,120,000 for strategic communications and marketing services to engage decision makers; build First 5 LA's brand; elevate awareness and urgency; support staff-led internal communications efforts; and provide general communications support and coordination for County agency efforts aligned with First 5 LA's goals.

This budget also includes $625,000 for content creation to support public education campaigns and other communications objectives, as well as research, testing, and implementation, content development, and distribution to support Families Outcome Strategy 1. In addition, $325,000 has been allotted for editorial, translation, video production, website updates, and other content creation support services including article writing for the website, newsletter and social media channels. Finally, $250,000 is budgeted for event management and production for First 5 LA hosted events, external partner convenings, and consumer events.

Ogilvy, a world-wide advertising, marketing and public relations agency with offices in Los Angeles and Sacramento, will continue to be First 5 LA's agency of record. The primary cost components are personnel staff hours.

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

Building upon the work that was executed during FY 18-19, 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 19-20 scope of work will be comprised of public relations support to engage decision makers, parents, and the general public; additional brand building strategies; social media content creation; and paid media strategy implementation. Ogilvy also will support First 5 LA in the development and launch of a public education campaign on early childhood development issues; content distribution strategy across platforms; public affairs counsel and strategy supporting the Policy & Strategy Division; and communications support for community work.

Estimated spending is based on historical expenditures along with scope of work estimates for activities planned in FY 19-20.

2) $750,000 COMMUNICATIONS SUPPORT FOR DEPARTMENT-SPECIFIC PROGRAMS, EFFORTS AND INITIATIVES:
This funding will be used to provide communications and marketing support for Department-specific programs, efforts and initiatives, and in service of decision maker engagement and coalition building. Support includes the production of collateral materials, promotional items, and digital and video content; social media ad placements; and consultants and temporary staff to support and execute communications efforts. This also includes support to Best Start Regional Support Networks to develop distinct branding for the community partnerships, and support for the Help Me Grow LA effort.

3) $250,000 RESEARCH AND DEVELOPMENT OF COMMUNICATIONS AND MARKETING STRATEGIES:
In FY 18-19, the Communications Department initiated a research project to engage decision-makers, influencers, and families by learning about the attitudes the general public holds toward prioritizing young children in policy and budget decisions. In FY 19-20, the Communications Department will continue this research to help refine the portfolio of themes, words, talking points and calls-to-action developed previously. This ongoing work will help explain to the general public the importance and urgency of early childhood development issues.

The Communications Department will continue to share this research externally to engage decision makers and stakeholders, and to propel First 5 LA's legislative agenda and advocacy efforts. Additional efforts will include research into the experiences of parents of children ages 0-5 in Los Angeles County.

The budget for this program is based on previous spending on similar research projects in FY 18-19.

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

In order to increase the clarity of its spending plan, budgeting for the Communications and Marketing Initiative has been split into three distinct programs; Strategic Communication, Strategic Communication Partnerships, and Strategic Marketing. The proposed Strategic Marketing program for FY 19-20 includes a shift of $255,000 in funds that were previously included in the FY 18-19 department budgets of Public Policy and Government Affairs ($225,000 for Policymaker Education Efforts and Policy Events) and Strategic Partnerships ($30,000 for annual conference sponsorships).

After adding this shift of $225,000 from other departments within the Policy & Strategy Division, there is an overall $180,000 reduction in spending for the Communications and Marketing Initiative from FY 18-19 to FY 19-20.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Strategic Communications Partnerships		$861,000	0.00%

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 is also a strategic enabler of First 5 LA's policy and systems change work.

During FY 19-20, the Communications Department will build upon previous investments in strategic communications partnerships to engage decision makers on early care and education and health care delivery systems. These investments include funding 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 this project also will include support for strategic partnerships with the First 5 Association and media outlets to engage decision makers, parents, and communities, along with support to elevate awareness and create urgency to support First 5 LA's policy and systems change strategies.

Spending Plan and Funding Methodology

The FY 19-20 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 past experience with managing grants similar in scope, and analyses of the costs associated with the development, implementation and evaluation of these strategic partnerships.

1) $200,000 STRATEGIC PARTNERSHIPS TO ENGAGE DECISION MAKERS, PARENTS AND COMMUNITIES ON EARLY CARE AND EDUCATION
This funding will support the next phase of 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 to fund the Early Childhood Alliance (formerly known as the Los Angeles Preschool Advocacy Initiative) is to partially fund its two-year, $1,400,000 effort 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 First 5 LA's Public Policy & Government Affairs and Community Relations Departments.

2) $536,000 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 with 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 FY16-17, but Year 1 funding did not begin until FY17-18.

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. A strategic partnership also was developed with Pacific Oaks College to create an early childhood reporting fellowship focused on helping establish consistent local and national media coverage of children's issues.

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 3 of a 3-year partnership)
- The USC Annenberg Center for Health Journalism's Children's Health Matters Blog: $61,000 (Year 3 of a 3-year

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

partnership)
• The USC Annenberg Center for Health Journalism National Health Journalism Fellowship: $36,000 (Year 3 of a 3-year partnership)
• The Pacific Oaks College Early Childhood Journalism Fellowship: $164,000 (Year 2 of a 2-year partnership)
• Fostering Media Connections: $75,000 (Year 2 of a 4-year partnership)
• CALmatters: $75,000 (Year 1 of a 4-year partnership)

All of these partnerships will be used to complement the advocacy efforts of the Public Policy and Government Affairs Department.

3) $125,000 STRATEGIC PARTNERSHIP WITH THE FIRST 5 ASSOCIATION FOR COORDINATED COMMUNICATIONS EFFORTS TO ENGAGE DECISION MAKERS, PARENTS AND COMMUNITIES ON EARLY CHILDHOOD DEVELOPMENT ISSUES
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. This strategic partnership will elevate awareness of early childhood development issues statewide, in order to engage decision makers, parents and communities, and support First 5 LA and the Association's advocacy efforts.

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

In order to increase the clarity of its spending plan, budgeting for the Communications and Marketing Initiative has been split into three distinct programs; Strategic Communication, Strategic Communication Partnerships, and Strategic Marketing. The proposed Strategic Marketing program for FY 19-20 includes a shift of $255,000 in funds that were previously included in the FY 18-19 department budgets of Public Policy and Government Affairs ($225,000 for Policymaker Education Efforts and Policy Events) and Strategic Partnerships ($30,000 for annual conference sponsorships).

After adding this shift of $225,000 from other departments within the Policy & Strategy Division, there is an overall $180,000 reduction in spending for the Communications and Marketing Initiative from FY 18-19 to FY 19-20.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Strategic Marketing		$2,130,000	0.00%

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 19-20, the Communications Department will continue developing and implementing strategic marketing plans that build First 5 LA's brand and reputation among decision makers, parents and communities. This will help advance the Strategic Plan's outcome and priority focus areas, and support First 5 LA's policy and systems change strategies and the Family Outcomes programmatic work.

First 5 LA has learned from recent research that among adults without kids, helping children prenatal to age 5 is not perceived to be a key issue impacting society. It's not intuitive as something tangible they directly take into account; working with at-risk teens is a more immediate challenge to which some devote their efforts. This learning has crystalized the understanding for the need to continue with public education efforts to educate the general public on the importance of brain development to help set the stage for our broader advocacy efforts. The calls to action in these public education efforts are intended to motivate and empower both parents and non-parents to become advocates for the healthy development of all children, complementing First 5 LA's efforts to engage decision makers.

The proposed budget request includes funds for communications support for First 5 LA's programs, efforts, and initiatives. This includes paid media (advertising) for First 5 LA's public education campaigns and marketing sponsorships, and collateral materials to elevate awareness of First 5 LA's brand, to continue to educate the public about the importance of the First 5 years.

Spending Plan and Funding Methodology

The FY 19-20 budget reflects the role of marketing strategies in supporting the implementation of the 2015-2020 Strategic Plan to advance First 5 LA's programmatic and policy goals.

The methodology used to develop this budget is based upon an analysis of several years of successful marketing work associated with First 5 LA. This includes costs associated with solicitations and invoices from vendors and partners to participate in events that offer First 5 LA maximum exposure to Los Angeles audiences, and to produce branded promotional materials and educational giveaways and for costs associated with the development, implementation and evaluation of paid media placements (advertising.)

1) $700,000 STRATEGIC MARKETING AND ADVERTISING TO SUPPORT FIRST 5 LA'S PUBLIC EDUCATION CAMPAIGNS:
These funds support strategic planning and advertising placements as well as other logistical support services involved in public education campaigns and marketing efforts focused on the importance of brain development and the importance of the first 5 years. These efforts are intended to complement First 5 LA's broader advocacy efforts. Our calls to actions to parents will shift to focus on empowering them to be advocates for their children's healthy development.

Advertising platforms include: out-of-home (billboards, bus shelters, bus kings/interior cards, WIC centers and store signage); local television, radio, newspaper and digital platforms, as well as emerging 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 will also include targeted appeals and calls to action 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 reach broader audiences and extend 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. The Communications Department will continue to leverage its relationships with media partners to secure value added opportunities extending the reach

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

of the budget allocation.

This includes a line item for a media planning and buying consultant.

During fiscal year 18-19, this budget allocation was not completely used because the Communications department uncovered a need for research to help guide the strategy for the upcoming public education campaign. This did allow for First 5 LA to explore new and unique opportunities like sponsoring the Children's Play Zone at the LA Zoo.

2) $325,000 STRATEGIC MARKETING PARTNERSHIPS FOR PSAs AND CONTENT INTEGRATION TO SUPPORT COMMUNICATIONS EFFORTS
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. Content integration includes in-show segments focused on early childhood development, parent advocacy and opening the discussion on the shared responsibility and shared benefit of prioritizing young children in policy and budget decisions that will complement First 5 LA's public education campaigns. This amount is based on estimates and proposals from a variety of media outlets.

3) $605,000 STRATEGIC SPONSORSHIPS TO ELEVATE AWARENESS OF FIRST 5 LA'S MISSION AND BRAND
First 5 LA is offered multiple opportunities to sponsor events by organizations aligned with our mission, goals, and audience, and whose work complements First 5 LA's outcome areas. First 5 LA has historically supported 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, and its brand, and serve as a vehicle to engage parents and diverse audiences.

Based on event sponsorship expenditures in FY 18-19, the cost for each event varies depending on size and scope, ranging from $5,000 to $25,000 for table or gala sponsorships for a line item total of total of $250,000. This assumes an average contribution of $15,000 per event, and would allow First 5 LA to support up to 16 events in FY 19-20.

In addition to these event sponsorships, this line item includes $10,000 for Southern California Grantmakers (SCG) Annual conference in September, $10,000 for SCG's Policy Conference held in April (each of these conferences are held annually), and $10,000 for conference sponsorships for the Los Angeles Area Chamber of Commerce . This sponsorship support is based upon spending in FY18-19.

This line item also includes $325,000 to fund a renewal of our strategic marketing sponsorships and partnership agreement with the Dodgers; the LA Times Festival of Books; Los Angeles Zoo; Summer Children's Concert Series (Grand Performance, Levitt Pavilion, Ford Theatre Big World Fun); CicLAvia; the Los Angeles County Bicycle Coalition (LACBC) Riveride; and Zocalo Public Square (Year 1 of a 2-year partnership).

4) $200,000 POLICYMAKER EDUCATION EFFORTS AND POLICY EVENTS
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 efforts and events include annual First 5 advocacy trips to DC and Sacramento, 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. Spending for this line item is based upon spending from FY 18-19. The Communications Department, in coordination with the Policy Department, is anticipating to sponsor approximately 17 events in FY 19-20 at an average of $11,500 per event. This $200,000 budget represents a $100,000 reduction from FY18-19.

5) $300,000 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; as well as 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 for agency-wide. This includes printing needs to support First 5 LA-hosted events,

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

convenings and other meetings. The additional $150,000 is based upon estimates from previous spending to support the production of promotional items for “business-to-business” and “consumer” event needs and additional projected printing, postage, and mailing needs in FY 19-20.

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

In order to increase the clarity of its spending plan, budgeting for the Communications and Marketing Initiative has been split into three distinct programs; Strategic Communication, Strategic Communication Partnerships, and Strategic Marketing. The proposed Strategic Marketing program for FY 19-20 includes a shift of $255,000 in funds that were previously included in the FY 18-19 department budgets of Public Policy and Government Affairs ($225,000 for Policymaker Education Efforts and Policy Events) and Strategic Partnerships ($30,000 for annual conference sponsorships).

After adding this shift of $225,000 from other departments within the Policy & Strategy Division, there is an overall $180,000 reduction in spending for the Communications and Marketing Initiative from FY 18-19 to FY 19-20.

Initiative	Investment Category
Communications - Conference Funding	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Conference Funding	$275,000	$250,000	-9.09%

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. Approved conferences and events must align to the 2015-2020 Strategic Plan. More specifically, conferences/events supported by the Commission must relate to one or more of these priority 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 and used in the past three years. The timeline for the application process is the following, with each grant period awarding up to $125,000:

- April 2019: Open application submission period to fund conferences/events for the period of July 1 – December 31, 2019
- October 2019: Open application submission period to fund conferences/events for the period of January 1 – June 30, 2020

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: 2019 - 2020	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 shares a Program Assistant (.5FTE) with the Strategic Partnerships Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the Strategic Partnerships Department budget.*

The Community Relations Department builds relationships with civic/community organizations, municipalities, school districts 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 and school districts to increase First 5 LA's ability to drive and leverage its resources and partnerships to have greater influence and impact on policy related to our four outcome areas and organization-wide.**
    - The Community Relations Department is building its relationships with local municipalities (Mayors, city councilmembers, city managers, and city staff) to build awareness of and support for First 5 LA's work and broad policy/systems change agenda. This includes champion-building among local elected officials and administrators on early childhood issues, and advocacy for "kid friendly cities" by supporting the development of local policy and ordinances.
    - 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 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.

- **Establishing new and diverse relationships with civic organizations and parent/caregiver leaders that bring fuller and distinct voices to the early childhood narrative for purposes of advocacy and communications.**
    - Developing alliances with civic/community organizations, particularly those outside the early childhood sphere, by identifying points of intersections between their issues and early childhood as well as building new alliances.
    - Support parent/caregiver leaders including Best Start leadership in their capacity to inform and influence decision makers on early childhood well-being at the local, state and federal levels by strengthening their advocacy, communications and relationship building skills.
    - Create opportunities that allow for civic organizations and parent/caregiver leaders to serve as partners and spokespeople on issues relevant to First 5 LA's goals and policy agenda.

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.

DRAFT

COMMUNITY RELATIONS

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	530,034	530,034	450,964	514,360	(15,674)
	Total Employee Benefits	174,269	174,269	159,198	178,899	4,630
	Total Personnel Services	**704,303**	**704,303**	**610,161**	**693,259**	**(11,044)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	4,900	4,900	486	4,900	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	3,000	3,000	1,650	3,000	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	1,200	1,200	673	1,200	-
6265	Subscriptions & Publications	600	600	-	600	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	4,000	4,000	4,000	4,000	-
	Total Operating Services	**13,700**	**13,700**	**6,808**	**13,700**	**-**
Consultant Services						
6410	Consultant Fees	15,000	15,000	5,143	15,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**15,000**	**15,000**	**5,143**	**15,000**	**-**
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	4,455	7,200	-
6620	Lodging	9,000	9,000	6,520	9,000	-
6640	Per Diem	2,500	2,500	1,104	2,500	-
6650	Other Travel Expense	2,000	2,000	875	2,000	-
	Total Travel Expenses	**20,700**	**20,700**	**12,954**	**20,700**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	12,000	12,000	460	12,000	-
6850	External Education/Training	6,000	6,000	6,000	6,000	-
	Total Professional Development	**18,000**	**18,000**	**6,460**	**18,000**	**-**
	Total OPERATING EXPENSES	**773,703**	**773,703**	**641,527**	**762,659**	**(11,044)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Community Relations	$773,703.00	$762,659.00	-1.43%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$530,034.00	$514,360.00	-2.95%

Description

Social Security Tax	$174,269.00	$178,899.00	2.65%

Description

Mileage, Parking and Other Transportation	$4,900.00	$4,900.00	0.00%

Description

Provides for mileage and parking reimbursement for up to 5 staff that use their private vehicles in the course of conducting Commission business. Staff will be participating in a range of external meetings including those related to partnership development, Best Start activities, leveraging opportunities and professional development. The cost is based on an estimate of 150 miles per month for 5 staff

Cell Phone & Mobile Devices	$3,000.00	$3,000.00	0.00%

Description

Cell phone reimbursements will be paid to 5 full-time staff for Commission related business during the fiscal year. The budget is based on $50/month reimbursement per staff

Office Supplies	$1,200.00	$1,200.00	0.00%

Description

Provides for office supplies and provisions at an estimate to implement programmatic and general operations

Subscriptions & Publications	$600.00	$600.00	0.00%

Description

Provides important education to inform the implementation of First 5 LA's Strategic Plan, best practices in leadership and civic engagement, cultural literacy, strategic grantmaking and professional development of staff. These include Stanford Social Innovation Review and Harvard Business Review.

Internal Meetings	$4,000.00	$4,000.00	0.00%

Description

Provides for expenses related to internal and external meetings attended by Commissioners, staff, consultants, contractors, community members and other guests. Examples of meetings include off-site staff retreats and stakeholder convenings/meetings. Meeting expenses may include facility rentals, translation services, childcare, catering, materials, etc.

20 meetings x $200 (each meeting) = $4,000

Consultant Fees	$15,000.00	$15,000.00	0.00%

Description

Provides for consultant and contractors support directly with staff for work areas that have been identified as requiring expertise to implement Community Relations strategies. These include: Municipality Engagement and Parent Advocacy Engagement. The Community Relations department also anticipates using consultants or contractors to assist with providing individual and group coaching to staff, as well as facilitating at least two department and one manager's retreat annually.

Municipality Engagement = $5,000
Parent Advocacy Engagement = $5,000
Staff Retreats = $5,000
Total $15,000

Professional Dues	$2,000.00	$2,000.00	0.00%

Description

Provides for memberships to professional associations in support of organization-wide work and staff networking opportunities. These include: Neighborhood Funders Group, Advisory in Philanthropy and Public Relations Society of America

Airfare	$7,200.00	$7,200.00	0.00%

Description

Provides for airfare to and from trainings and professional development activities and work related conferences, summits, and meetings outside of the Los Angeles Area.

These professional knowledge and relationship building experiences support learning and growth of staff as well as promoting early childhood work in these forums creating leveraging and sustainability opportunities of First 5 LA's Strategic Plan. (Please see Conference/Training registration for breakdown on costs related to professional and work-related activities).

4 meetings/conferences/trainings x $600 roundtrip (average) = $2,400 for Professional Development
8 meetings/conferences/trainings x $600 roundtrip (average) = $4,800 for Work Related

Lodging	$9,000.00	$9,000.00	0.00%

Description

Provides for lodging at professional conferences, meetings and/or other business-related travel held outside of Los Angeles County and greater than 100 miles roundtrip from the employee's current commute to First 5 LA.

4 meetings/conferences/trainings x 3 nights (average) x $250 nightly = $3,000 for Professional Development
8 meetings/conferences/trainings x 3 nights (average) x $250 nightly = $6,000 for Work Related

Per Diem	$2,500.00	$2,500.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences, meetings, and/or trainings outside of the Los Angeles County and greater than 100 miles roundtrip from the employee's current commute to First 5 LA.

4 meetings/conferences/trainings x 3 nights (average) x $64 (CA per diem rate) Professional Development
8 meetings/conferences/trainings x 3 nights (average x $64 (CA per diem rate) for Work Related

Other Travel Expenses	$2,000.00	$2,000.00	0.00%

Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First 5 LA's business. These expenses may include taxi, Uber, Lyft, or other travel expenses that doesn't fit into other travel categories.

$500 Professional Development
$1,500 Work Related

Conference/Training Registrations	$0.00	$12,000.00	100.00%

Description

Provides for registration expenses for professional conferences, meetings and/or trainings. Examples of organizations hosting professional development conferences, trainings, etc. include: Interaction Institute for Social Change, Institution for Education Leadership, CommNet, and Rockwood Leadership Institute.

Examples of organizations hosting work related conference include: National League of Cities, League of California Cities, Contract Cities, U.S. Conference of Mayors, American Association of School Administrators, Change Philanthropy, Neighborhood Funders Group, PolicyLink, First 5 California, National Family & Community Engagement Conference, Grantmakers for Effective Organizations, Alliance for Strong Families and Communities, Aspen Institute, NALEO, and Unidos US Specific examples of work-related activities include serving on panels re: municipality strategy development and parent engagement; benchmarking other coalitions in other parts of state (on issues such as cannabis and parent engagement).

12 registrations @ $500 (average) = $6,000 for Work Related

Provides for expenses related to individual and group professional development activities that are in alignment with department goals. Each staff member will have access to professional development opportunities to increase their competencies and capabilities to effectively implement their scope of work.

Budget is for $1,200 per staff of 5 ($1,200 x 5) - $6,000 for Professional Development

External Education/Training	$6,000.00	$6,000.00	0.00%

Description

Community Relations has responsibility for engaging staff across the organization and building new strategies within the three sections of Municipalities, Civic Organizations, and Parent Engagement. Funds will be used for training of department staff to establish baseline levels of knowledge around topics relevant to the department functions; such as management skills, build sector specific knowledge, technical skills needed to establish sector-related strategy development and internal supports to raise effectiveness across the organization. All professional development within the Community Relations department is to support the successful identification and creation of organization wide partnerships strategies to align First 5 LA's strategic plan mission and goals with other institutions and organizations to further increase the impact of First 5 LA's programmatic investments activate, potentials partnerships and establish new advocacy and communications champions. Estimated training cost $2,000-3,500 per session/topic, with particular focus on department leadership. Budget is for $1,200 per staff of ($1,200 x 5).

This item is 100% for Professional Development.

Initiative	Investment Category
Community Engagement and Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Municipalities Engagement	$85,000	$170,000	100.00%

Program Summary

The Community Relations Department is implementing a Municipalities Engagement Strategy designed to work with city leaders to develop new champions for early childhood issues and to ensure local policies incorporate the perspectives of an early childhood framework. For First 5 LA, the Municipalities Engagement strategy will support First 5 LA's Programs and Policy priorities; promote and build upon First 5 LA's Strategic Plan and investments; create new opportunities to support the sustainability of early childhood services and programs; develop new alliances with local elected officials to advocate on the county, state, and federal levels; and identify opportunities to improve local and county systems coordination

The municipal engagement strategy focuses on developing relationships with local municipalities (mayors, city councilmembers, city managers, and city staff) to build awareness of and support for First 5 LA's work and broad policy/systems change agenda. Through this strategy, cities will be able to take action by adopting policies that are important to children and their families, minimizing barriers that children and families face in their communities, and supporting the sustainability of early childhood services and programs. It is anticipated that 3 to 4 cities will be engaged in FY 19-20.

This strategy is in service of organization-wide program and policy goals. Specifically, this strategy will serve to strengthen the goals of First 5 LA's Programs Division and the organization as a whole with particular emphasis on KRA opportunities. The municipality engagement strategy and its tactics are informed by national and local research, conversations with associations serving municipalities and local elected officials, and staff experiences in local government.

Spending Plan and Funding Methodology

Funds will be used to secure a government relations specialist for local elected official engagement, creation of a tool-kit to advance early childhood development in local cities, and activities that engage elected officials in early childhood development learning opportunities. These resources support the Programs Division's goal of engaging cities in programs including but not limited to KRA, Best Start, and the Built Environment. In addition, resources will be used to engage elected officials in our communities and to support policy efforts (i.e., serving as spokespeople, joining statewide advocacy visits, etc). The total projected cost for FY 19-20 is $170,000. These figures are based on the historical costs for similar activities across the organization. Funds will be used to conduct meetings with local elected officials, consultants, and Community Relations staff. Most of the costs are expected to be incurred in the latter part of the fiscal year.

The proposed budget for FY 19-20 represents a ramp up to a full programmatic year, whereas the FY 18-19 revised budget represented 50% of the budget -- for a 6 month period -- as the program kicked off later than originally anticipated. This shift in the timeline of activities was the result of learnings from meetings with public officials, and additional work on strategy development which included refining the criteria for the selection and prioritization of target cities.

Municipalities Engagement Program: $170,000

- Contractors (Research and Development, Logistical Support, Facilitator): $90,000
- Meeting Logistics (venue, food, translation, transportation, audio/visual): $23,000
- Meeting Materials (design, translation of materials, supplies, printing, off-site printing): $2,000
- Events/Activities: $30,000
- Lobbyist: $25,000

Total Municipalities Engagement Program cost: $170,000

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

Elements of the municipalities engagement program were executed in FY 18-19. Full implementation is projected for

Initiative	Investment Category
Community Engagement and Advocacy	2015-2020 Strategic Plan: Focusing for the Future

launch in Summer 2019 and is expected to continue through the life of the next Strategic Plan.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Community Engagement and Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Parent Advocacy and Engagement	$76,000	$153,000	101.31%

Program Summary

The Community Relations Department is implementing an Advocacy Fellows Program designed to support parent/caregiver leaders, including Best Start leadership, in their capacity to inform and influence decision makers on early childhood well-being at the local, state, and federal levels by strengthening their advocacy, communications, and relationship building skills. 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 advocacy to legislative district offices, and make themselves available to media opportunities.

This program is aligned with the 2015-2020 Strategic Plan Communities Outcome Area Strategy 1 goals and other priorities for the Programs Division, which emphasize shared vision and collective action to address the policies, systems and environments that impact families with children prenatal through age 5 (i.e., built environment, KRA, etc.). This program also complements the communications and policy and advocacy strategy work.

Spending Plan and Funding Methodology

Total projected cost during this phase 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 trainings for a total of 35 attendees - including participants, consultants, and Community Relations staff. Most of the expenditures are anticipated to be incurred in the latter part of the fiscal year following the necessary ramp up period.

The proposed budget for FY 19-20 represents ramp up to a full programmatic year. Funds will be used to contract an outside consultant who will be charged with developing and implementing the advocacy trainings for parents and caregivers.

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%)

The original budget for the Advocacy Fellows program was adjusted downward by 50% during the FY 18-19 mid-year adjustment process due to program implementation delays prompted by the need to complete additional assessments and avoid duplication of efforts with other areas of the organization. Full implementation is projected for launch in Fall 2019 and is expected to continue through the life of the next Strategic Plan. The request for FY 19-20 reflects a full-year of implementation costs.

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 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 will 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 will lead a team of Policy Analysts and Strategists 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 will execute 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/Specialist, will develop strong relationships with public policymakers at the state and federal levels on behalf of First 5 LA, and coordinate contracts with state and federal advocates to represent First 5 LA's interests in Sacramento and Washington DC. The Government Affairs team will develop systems to monitor and promote policymaker relationship development, develop annual legislative agendas, monitor legislative activity, and highlight opportunities for policy and program staff

to engage with policymakers to advance First 5 LA's policy agenda. The Government Affairs team will also coordinate with other First 5 LA staff that work closely with government officials, and represent First 5 LA on various legislative committees.

- A Local Policy Specialist will proactively monitor county-level activity and communicate opportunities for First 5 LA staff to engage with county partners to advance priority program, system, and policy goals. In addition, the specialist will monitor municipal government activity related to First 5 LA's policy priorities, and support the Community Relations and Communities departments connection to local policy and government affairs opportunities.

- A Department Coordinator will provide 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.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	790,219	790,219	694,676	798,954	8,735
	Total Employee Benefits	202,120	202,120	183,894	204,088	1,968
	Total Personnel Services	**992,339**	**992,339**	**878,570**	**1,003,042**	**10,703**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	3,500	4,500	4,500	4,500	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	4,800	4,800	2,786	4,800	-
6240	Outside Printing & Publishing	5,000	4,000	282	2,500	(1,500)
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	3,600	3,600	-	900	(2,700)
6260	Office Supplies	3,000	3,000	1,554	2,250	(750)
6265	Subscriptions & Publications	10,500	10,500	110	10,500	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	15,000	15,000	1,577	12,500	(2,500)
	Total Operating Services	**45,400**	**45,400**	**10,809**	**37,950**	**(7,450)**
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	50,000	50,000	36,460	50,000	-
6620	Lodging	15,000	15,000	19,152	17,500	2,500
6640	Per Diem	11,000	11,000	11,660	12,500	1,500
6650	Other Travel Expense	5,000	5,000	3,979	5,000	-
	Total Travel Expenses	**81,000**	**81,000**	**71,251**	**85,000**	**4,000**
Professional Development						
6810	Training Materials & Supplies	-	-	-		-
6820	Internal Training	18,400	18,400	-	18,400	-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	9,000	9,000	778	9,000	-
6850	External Education/Training	9,000	9,000	-	7,500	(1,500)
	Total Professional Development	**36,400**	**36,400**	**778**	**34,900**	**(1,500)**
	Total OPERATING EXPENSES	**1,155,139**	**1,155,139**	**961,408**	**1,160,892**	**5,753**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Public Policy & Government Affairs	$1,155,139.00	$1,160,892.00	0.50%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$790,219.00	$798,954.00	1.10%

Description

Social Security Tax	$202,120.00	$204,088.00	0.97%

Description

Mileage, Parking and Other Transportation	$4,500.00	$4,500.00	0.00%

Description

Holds FY 18-19 funding constant for FY 19-20. Using the 2019 mileage rate of 54.5 cents per mile, this budget would cover mileage for up to 150 trips at 30 miles per trip ($2,450) plus $10 for parking per trip ($1,500). An additional $550 is included for longer than average trips, like meetings in the Antelope Valley, or higher than average parking rates. This budget allows for approximately $30 per trip, which could cover cab fare and public transportation for trips not taken in personal cars. All travel funds are anticipated to be spent on policy-related work.

Cell Phone & Mobile Devices	$4,800.00	$4,800.00	0.00%

Description

Holds FY 18-19 funding constant for FY 19-20. The Policy Department will continue to have 8 staff spending 25% or more of their time outside of the office who will need to be accessible remotely to meet business needs: Director, Senior Policy Strategist (2), Senior Government Affairs Strategist, Government Affairs Strategist, Local Policy Specialist, and Policy Analyst (2). This budget assumes $50/month for 12 months per position.

Outside Printing & Publishing	$4,000.00	$2,500.00	-37.50%

Description

Reduces FY 18-19 budget based on historic underspending. The Policy Department occasionally needs to produce external facing documents and make copies while outside the office. This budget would allow the Department to produce 10 large color posters ($250 each) or 2,400 double sided color handouts ($1.78 each). Prices based on historic spending and quotes from FedEx.

Educational Supplies	$3,600.00	$900.00	-75.00%

Description

The Policy Department occasionally purchases supplies to advance the team's knowledge of leading policy research, recommendations, and issues, as well as for professional development. This budget assumes $100 per person for educational supplies (9 staff total), 50% of which will be allocated for professional development ($50) and 50% to advance policy work ($50). This reflects a reduction of $300 per person from FY 18-19 based on historic underspending.

Office Supplies	$3,000.00	$2,250.00	-25.00%

Description

Reduces FY 19-20 spending based on historic underspending. This budget will provide up to $250 per person for office supplies through FY 19-20, a decrease from $330 per person in FY 18-19.

Subscriptions & Publications	$10,500.00	$10,500.00	0.00%

Description

Holds FY 18-19 funding constant for FY 19-20. The Policy Department's primary expense in this category is a subscription to Politico Pro California, a California-specific political and policy news service ($8.265). The Department also subscribes to GovBuddy, a legislative monitoring service; the Capitol Morning Report; and other publications including the Stanford Social Innovation Review and Harvard Business Review.

Internal Meetings	$15,000.00	$12,500.00	-16.66%

Description

Reduces FY 19-20 funding by $2,500 from FY 18-19. Though the Policy Department frequently hosts working meetings, and has historically spent the majority if its meeting expense budget, the Department is focused on reducing meeting expenses. This budget will allow the Department to host 100 meetings at an average cost of $125 per meeting.

Airfare	$50,000.00	$50,000.00	0.00%

Description

Holds FY 18-19 funding constant for FY 19-20. Policy staff frequently travel for advocacy events, meetings, and conferences including: First 5 Advocacy Day, advocacy coalition and planning meetings, legislative hearings, partner advocacy events like Access LA and DC, meetings with other First 5 Commissions including the First 5 Association, and other key partners like First 5 California, the Heising Simons and Packard Foundations, the Ounce of Prevention, and others. The most common destinations for Policy staff travel are Sacramento, Washington DC, and the San Francisco Bay Area. Assuming an average cost of $400 per roundtrip flight, this budget would allow 125 trips in FY 19-20, or an average of two trips per week for the department. All travel funds are anticipated to be spent on policy-related work and not professional development.

Lodging	$15,000.00	$17,500.00	16.66%

Description

Increases funding by $2,500 from FY 18-19 to reflect high utilization of the FY 18-19 budget due to increased travel for advocacy trips and policy meetings. The average hotel room for frequent destinations ranges from $200 to $400 per night, or an average of $300 per night. At this average rate, the budget would cover nearly 60 hotel nights for the department in FY 19-20, or approximately 12 hotel nights for the 5 staff which travel most frequently. All travel funds are anticipated to be spent on policy-related work, and not on professional development.

Per Diem	$11,000.00	$12,500.00	13.63%

Description

Increases FY 18-19 budget by $1,500 to reflect an increased number of travel days and high utilization of the budget in FY 18-19. The Policy Department frequently travels for meetings, conferences, and other events outside of LA County. The per diem rate for frequent destinations ranges from $64 to $69. Assuming an average per diem rate of $66, this budget would allow for approximately 190 days of travel.

Other Travel Expenses	$5,000.00	$5,000.00	0.00%

Description

Holds FY 18-19 funding constant for FY 19-20. The Policy Department frequently travels outside of LA County and includes parking at airports, cab rides to meetings and hotels, and train trips. Assuming each cab or train ride or day of airport parking is an average of $25, this budget would allow for 200 individual trips or parking days outside of LA County. All travel funds are anticipated to be spent on policy-related work and not on professional development.

Internal Training	$18,400.00	$18,400.00	0.00%

Description

Holds FY 18-19 funding constant for FY 19-20. The Policy Department plans to hold a series of team development and learning retreats with facilitators. The budget assumes each retreat will require up to 24 hours of consultant time at a $150 hourly rate, that venue and ancillary serviecs will cost up to $1,000 per retreat, and that the department will host four retreats through FY 19-20. The budget assumes that 50% of internal trainings will support policy work ($9,200) and 50% will support professional development ($9,200). The Policy Department released a solicitation for team development facilitation in FY 18-19 and plans to have it executed for implementation by FY 19-20.

Conference/Training Registrations	$0.00	$9,000.00	100.00%

Description

Holds FY 18-19 funding constant for FY 19-20. This budget assumes an average conference registration of $500/person and up to two conferences per person. All costs for conference/training registrations will be for policy-related work and not professional development opportunities.

External Education/Training	$9,000.00	$7,500.00	-16.66%

Description

Decreases FY 18-19 funding for FY 19-20 due to historic underspending. The Policy Department plans to help staff develop certain skills associated with individual development goals, such as policy analysis and professional skills for the workplace. Training costs vary by program. This budget assumes that up to five members of the Policy team will participate in an external training program at up to $1,500 per program. All of this budget is anticipated to be spent on professional development.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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: 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 cost 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 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%)

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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: 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 19-20 is based on $26,000 per month, which is the same rate utilized in FY 18-19. 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: developing and implementing First 5 LA's legislative agenda; monitoring the state's policy and political landscape; representing First 5 LA at key meetings including legislative hearings, meetings with key government officials, and priority coalitions; planning advocacy events like the First 5 Association Advocacy Day and ACCESS Sacramento events; monitoring tobacco tax revenues and exploring alternative revenues for First 5 LA and its priorities strategies; 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 18-19 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	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Strategic Plan Advocacy Strategies	$2,145,000	$1,800,000	-16.08%

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 19-20 budget includes costs related to the following activities:

(1) Strategic Plan Related Policy and Advocacy Projects ($1,100,000) - The Policy Department strategically contracts with key partners to advocate for First 5 LA's policy and systems change priorities, add capacity to First 5 LA's goals as an early childhood advocate, and support the capacity of the early childhood advocacy field. Existing contracts expected to be renewed in FY 19-20 include:

Children Now ($175,000) to provide state technical assistance and support related to home visiting and early identification. This represents a 50% reduction from FY 18-19 funding to reflect the shifting of ECE policy work to the ECE Policy Advocacy Fund operated by the ECE Department. In addition, this reflects a more narrow scope of work focused on First 5 LA's priorities related to home visiting and early identification, and the opportunity for Children Now to partner more closely on statewide policy work with the First 5 Association in FY 19-20. FY 19-20 is the final year of the Children Now technical assistance contract, and it is not expected to be renewed in future fiscal years.

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 ($75,000), to conduct nonpartisan education and research efforts to support implementation of the Governor's early childhood development agenda. This contract is anticipated to end by December 1, 2019.

In addition to these existing contracts, the Policy Department plans to amend and augment First 5 LA's Early Care and Education Policy Advocacy Fund (ECE PAF, administered by the Early Care and Education Department) to include a fund for child health and family strengthening advocacy priorities ($600,000), including opportunities which identify alternative revenues for early childhood development priorities. In FY 16-17, First 5 LA launched the ECE PAF with the support of Community Partners, a nonprofit organization serving as the fiscal intermediary, facilitator, and capacity builder for the initiative. The focus of the initiative was early care and education, reflecting First 5 LA's pivot from funding direct ECE services to focusing on policy and systems change. Since the launch of ECE PAF, First 5 LA has developed a strong advocacy focus on child health and family strengthening priorities, like home visiting and developmental services. In addition, the opportunities to advance policy and systems change focused on child health and family strengthening priorities have accelerated as a result of new leadership in Sacramento prioritizing these critical early childhood priorities.

To maximize the impact of First 5 LA's early childhood development advocacy agenda, the Policy Department proposes expanding First 5 LA's existing agreement with Community Partners by $600,000 to pilot funding focused on child health and family strengthening policy as well as on alternative revenue development opportunities. The majority of the funds will be distributed as grants to child health and family strengthening advocacy organizations and to projects which will advance child development advocacy priorities. Organization and project-based grants will follow the guidelines established for the rapid response and field building components of the ECE PAF. A portion of the funds will support fund administration and technical assistance.

(2) Staff Policy Development, Technical Assistance, and Training ($150,000) - The Policy Department currently holds a contract with Masters Policy Consulting ($90,000) to provide technical assistance to staff and First 5 LA leadership

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

regarding our evolution as a grantmaker and advocate focused on policy and systems change. This contract expires in 2020, and is expected fully spent in FY 19-20. The Policy Department is also in the process of executing a procurement to solicit a legal firm specializing in local, state, and federal lobbying compliance and estimates the contract will cost up to $60,000 in FY 19-20.

3) First 5 Association and the First 5 Child Policy Center Support ($550,000) - The Policy Department provides significant support to the First 5 Association to ensure the development and execution of a coordinated, proactive statewide policy and legislative agenda informed by the network of First 5 organizations throughout California. 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 initiatives, 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 accelerate in FY 19-20 with a particular focus on a few critical initiatives: 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) strong coordination with First 5 California and support for the further development and engagement with the network of 58 county First 5 commissions; 3) support for First 5 network engagement with Governor Newsom and his early childhood development leadership team; 4) the integration and development of an early childhood development policy agenda inclusive of family strengthening, early intervention, and early learning priorities.

In addition, the Policy Department proposes to expand First 5 LA's partnership with the First 5 Association with a focus on the development of its 501c3 arm, the California Children and Families Foundation. In FY 18-19, the Foundation received a planning grant from the Pritzker Children's Initiative to support the development of a coordinated statewide policy agenda focused on child health and development. The Foundation is expected to receive additional resources from the Pritzker Children's Initiative and other statewide early childhood development policy funders to coordinate policy development and advocacy activities with a particular focus on child health and development priorities including home visiting and developmental screening. The Foundation, a project of the First 5 Association, is in the process of re-branding as the First 5 Center for Child Policy and will provide a critical network-oriented platform for state policy development.

First 5 LA proposes augmenting its master agreement with the First 5 Association to support the capacity of the First 5 Center for Child Policy. Specifically, First 5 LA's additional contributions would:

First, support the capacity of the Center to play a critical field coordination, convening, and collaboration role with child health and development advocates. Since January 2019, the Center and the Packard Foundation have co-convened a group of child health advocacy organizations and created a child health policy working group to coordinate policy development and advocacy activities related to the Governor's budget proposal. In addition, the Center has developed critical relationships with organizations like The Children's Partnership, Children's Trust, Children Now, Early Learning Lab, and other organizations. The Center is well-positioned to continue to develop this collaborative approach to child development policy, and provides a platform for First 5 LA to advance health and development policy driven by our work in LA County.

Second, match funding from the Heising-Simons Foundation to the Center to support and develop an early childhood communications hub for California, along with messaging specifically tailored to advancing early childhood policy goals.

Policy staff recommends committing $550,000 to the First 5 Association through First 5 LA's master agreement, and assumes $350,000 will support the activities of the Association's 501c4 activities and $200,000 will support the activities of the First 5 Child Policy Center, the Association's 501c3. This reflects a $150,000 increase over the Policy Department's contributions to the Association in FY 18-19.

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

Strategic Partnerships

STRATEGIC PARTNERSHIPS

Authorized Positions

Director, Strategic Partnerships	1
Manager, Strategic Partnerships	3
Specialists, Strategic Partnerships	2
Administrative Assistant	1*
Total	**7**

**The Strategic Partnerships Department shares a Program Assistant (.5FTE) with the Community Relations Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the Strategic Partnerships Department budget.*

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 being the catalytic bridge to the three sectors of Business, Philanthropy and Institutions of Higher Education to create or strengthen partnerships that in turn:

1. Advance, support or accelerate the current strategies in the four First5LA programmatic outcome areas
2. Build usual and unexpected advocates in each of the three sectors to champion First5LA's policy agenda
3. Establish sustainable partnerships in each sector that build lifelong champions of young children and their families.

Strategic Partnerships Department includes the following roles:

The Director of Strategic Partnerships serves as the department leader with management and supervision of department staff. The Director strategically and proactively identifies organization wide partnerships 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 allies, 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 partnerships 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.

DRAFT

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	625,384	625,384	519,622	607,899	(17,485)
	Total Employee Benefits	196,176	196,176	172,455	193,247	(2,929)
	Total Personnel Services	**821,560**	**821,560**	**692,077**	**801,146**	**(20,414)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	1,600	1,600	873	1,600	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	4,200	4,200	2,000	4,200	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	1,000	1,000	527	1,000	-
6265	Subscriptions & Publications	500	500		500	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	3,000	3,000	2,981	3,000	-
	Total Operating Services	**10,300**	**10,300**	**6,381**	**10,300**	**-**
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	1,000	700	(300)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**1,000**	**1,000**	**700**	**(300)**
Travel Expenses						
6610	Airfare	7,800	7,800	5,307	9,600	1,800
6620	Lodging	10,000	10,000	361	10,000	-
6640	Per Diem	2,500	2,500	2,464	4,500	2,000
6650	Other Travel Expense	2,000	2,000	1,205	2,000	-
	Total Travel Expenses	**22,300**	**22,300**	**9,338**	**26,100**	**3,800**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-		-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	12,000	12,000	6,327	12,000	-
6850	External Education/Training	10,200	10,200	8,663	10,200	-
	Total Professional Development	**22,200**	**22,200**	**14,990**	**22,200**	**-**
	Total OPERATING EXPENSES	**877,360**	**877,360**	**723,786**	**860,446**	**(16,914)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Strategic Partnerships	$877,360.00	$860,446.00	-1.93%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$625,384.00	$607,899.00	-2.79%

Description

Social Security Tax	$196,176.00	$193,247.00	-1.49%

Description

Mileage, Parking and Other Transportation	$1,600.00	$1,600.00	0.00%

Description

Strategic Partnerships staff will be participating in a range of external meetings that relate to the strategic development of partnerships and will require mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business. This budget would cover mileage for 75 trips to local meetings with an average round trip of 20 miles at an IRS rate of 58 cents per mile, plus parking for each trip of $10.

Cell Phone & Mobile Devices	$4,200.00	$4,200.00	0.00%

Description

The Director, three Strategic Partnership Managers, and two Strategic Partner Specialists will be reimbursed for use of their cell phones for commission related business use during the fiscal year. The budget is based on $50/month reimbursement per staff.

Office Supplies	$1,000.00	$1,000.00	0.00%

Description

The budgeted amount provides for office materials and provisions to implement Board-approved programmatic activities, including general operations.

Subscriptions & Publications	$500.00	$500.00	0.00%

Description

The Strategic Partnerships Department subscribes to relevant publications and services to inform the strategic development of partnerships to advance the policy and systems change agenda of First 5 LA. The following are examples of memberships and subscriptions:

- Stanford Social Innovation Review - $55.00 yearly
- PRI Network – Mission Investors Exchange – Newsletter updates (individuals) (no fees)
- The Chronicle of High Education - $100.00 yearly
- Harvard Business Review - $99.00 yearly

Internal Meetings	$3,000.00	$3,000.00	0.00%

Description

This line item provides for Strategic Partnership expenses related to meetings attended by Commissioners, staff and guests. Highlights of ongoing local meetings include local funders groups: Affinity Funders Group Meetings and in-person meetings with potential and existing partners within the three sectors of philanthropy, business and higher education.

Professional Dues	$1,000.00	$700.00	-30.00%

Description

Strategic Partnerships staff is the primary cultivator of external relationships of First 5 LA's organization-wide partnership development and may elect to join additional professional organizations related to, but not limited to, philanthropy, business and higher education.

Airfare	$7,800.00	$9,600.00	23.07%

Description

The Strategic Partnerships department activities require frequent air travel for participation in professional conferences, trainings, or meetings outside of the Los Angeles area due to the organization wide role of the department to build relationships and secure partnerships in support of programmatic objectives, and build advocates in support of First 5 LA policy goals. Examples of events this year may include: First 5 CA/Association Annual Summits or meetings, ACCESS LA/Sacramento/DC, Chamber business networking events, the Annual Council on Foundations, Conferences for Business Chambers, Philanthropy California Grantmakers, Collective Impact/Social Impact Conference or meetings for Funders, Grantmakers for Education, and Grantmakers for Effective Organizations (GEO). In addition there is a need to represent First 5 LA in several policy or partnership building meetings that require one day travel. In FY 19-20 this may include travel for one day meetings around immigration, census, building the economic case to invest in young children, or broader efforts to engage potential partners in the sectors of higher education, philanthropy, or business.

12 meetings/conferences/trainings x $600.00 roundtrip (average) = $7,200 Work Related
4 meetings/conferences/trainings x $600.00 roundtrip (average) = $2,400 Professional Development

Lodging	$10,000.00	$10,000.00	0.00%

Description

The Strategic Partnerships department activities require frequent travel and will necessitate lodging at multi-day professional conferences, trainings or meeting outside of the Los Angeles area.

9 meetings/conferences/trainings x 3 nights (average) x $255 nightly = $6,750 Work Related
4 meetings/conferences/trainings x 3 nights (average) x $255 nightly = $3,000 Professional Development

Per Diem	$2,500.00	$4,500.00	80.00%

Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of the Los Angeles area

9 meetings/conferences/trainings x 3 nights (average) x $66.00 (CA per diem rate) for Work Related
4 meetings/conferences/trainings x 3 nights (average) x $66.00 (CA per diem rate) for Professional Development

Other Travel Expenses	$2,000.00	$2,000.00	0.00%

Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First 5 LA's business. These expenses may include taxi, Uber, Lyft, or other travel expenses that doesn't fit into other travel categories

Conference/Training Registrations	$12,000.00	$12,000.00	0.00%

Description

Strategic Partnerships department work requires attending conferences and trainings to establish levels of knowledge around topics relevant to the department, such as management skills, sector specific knowledge, technical skills needed to establish sector-related strategy development, and internal support to raise effectiveness across the organization. All professional development within the Strategic Partnerships department is to support the successful identification and creation of organization wide partnership strategies, aligned with First 5 LA's strategic Plan mission and goals. Estimated cost is determined per session/topic, with particular focus on department leadership.

12 registration @ $500 (average) = $6,000 for Work Related
Budget is for $1,200 per staff of 5 (average) = $6,000 for Professional Development

External Education/Training	$10,200.00	$10,200.00	0.00%

Description

The Strategic Partnerships department is responsible for engaging staff across the organization and building new strategies within the three sectors of Philanthropy, Business, and Higher Education. Funds will be used for training of department staff to establish baseline levels of knowledge around topics relevant to the department functions; such as management skills, build sector specific knowledge, technical skills needed to establish sector-related strategy development and internal supports to raise effectiveness across the organization. All professional development within the Strategic Partnerships department is to support the successful identification and creation of organization wide partnerships strategies to align First 5 LA's strategic plan mission and goals with other institutions and organizations to further increase the impact of First 5 LA's programmatic investments activate potentials partnerships and establish new policy and communication champions. Estimated training cost $2,000-3,500 per session/topic, with particular focus on building sector expertise and department leadership. Budget is for $1,450 per staff of 7.
This item is 100% for Professional Development

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
County Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Bold Vision		$150,000	0.00%

Program Summary

Bold Vision 2028 is a philanthropic-led effort of grant makers and civic leaders which seeks to leverage the opportunity of the upcoming 2028 Olympics being hosted by Los Angeles, by creating a cross-sector collaboration to significantly expand economic vitality and shared prosperity for all Angelenos by 2028.

Spending Plan and Funding Methodology

In order to achieve the goal of significantly expanding economic vitality and shared prosperity for all Angelenos by 2028, this initiative will address the root causes of persistent social problems, such as juvenile justice, homelessness, poor educational opportunities and outcomes for children, and large disparities in health outcomes. Across these four key systems, Bold Vision 2028 will focus on improving outcomes for youth of color living in Los Angeles County because the same children and families are vulnerable to the four issue areas. In addition, the project will address systems change through an equity lens, inclusiveness in economic growth, systems' effectiveness, civic engagement and community organizing, and an overall cradle to career orientation.

Resources to support this initiative are consistent with contributions made by other similar-sized partners.

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

In FY 18-19, First 5 LA's contribution to the Bold Vision Initiative was $51,285.05. The California Community Foundation serves as the backbone organization to this initiative and estimated roughly $500,000 for the initial phase of work.

In FY 19-20, First 5 LA is expected to increase its overall investment by $100,000.

Initiative	Investment Category
County Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
County Partnership Fund	$165,000	$165,000	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.).

This year's budget also includes resources to support programs that are still in development, such as the DMH Incubation Academy. The program costs identified for these activities are subject to change based on actual neeed as more information is made available.

Spending Plan and Funding Methodology

$13,000 - Foster Together Network
This is the last quarterly payment (begun in December 2018) to support the consultants of the Foster Together Network (amount rounded up to $13,000)

$25,000 - CSP Operating Support
An initiative of Southern California Grantmakers, the Center for Strategic Partnerships (CSP or Center) is a collaboration between government and philanthropy that is located within the Los Angeles County Chief Executive Office. (SCG is the fiscal agent for CSP, although it is a permanent office under CEO within Los Angeles County government) CSP unites government, nonprofits, business, and philanthropy around common systems change goals. $25,000 per year (total of $75,000 over three years, FY 19-20, FY 20-21 and FY 21-22) for core operating support. 55 % of CSP's total operating budget will come from County Departments and the remaining 45% will come from philanthropic organizations (including First 5 LA).

$50,000 - DMH Incubation Academy
This will be part of shared philanthropy fund to bolster the Department of Mental Health's $5 million investment. The project will help support a consultant team who will build administrative capacity of community based organization in order for them to compete for county contracts. Part of this investment could increase the number of CBOs admitted to the Academy (currently capped at 5 per Supervisorial District).

$77,000 - Emerging Opportunities
Flexibility fund to respond to significant county partnerships that align with our Strategic Plan

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

The FY 18-29 County Partnership fund was $165,000 (revised up from $50,000 initially budgeted). Additional program costs have been built into the FY 19-20 budget, most notably the DMH Incubation Academy ($100,000). Operating support for the Center, which was previously a standalone budget item has also been rolled up into the County Partnership Fund. Because several emerging opportunity funds have been eliminated in this year's budget, we have slightly increased our flexibility fund in order to participate in important partnerships with the County that align to our Strategic Plan.

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Sector Partnership Development	$450,000	$380,000	-15.55%

Program Summary

This fund supports organization-wide efforts to develop and catalyze relationships and partnerships in the areas of philanthropy, business, and higher education that contribute to the advancement of First 5 LA's Strategic Plan. Efforts 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 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. In addition, efforts may include forums to inform planning efforts for the future First 5 LA 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 philanthropy, institutions of higher education, and business collaboratives and networks aligns with the Commission's adopted investment guidelines, specifically to "engage partners at the earliest possible stage of activity and/or investment."

Funds are included in FY 19-20 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

The FY 19-20 budget is based on estimated resources needed to support 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. The total amounts proposed per sector includes: $150,000 each for partnerships within the sectors of Philanthropy and Business; and $80,000 for partnerships with Institutions of Higher Education. Specific partnership opportunities, and level of investment, will be determined throughout the fiscal year. Prior experience in joining Philanthropic collaboratives or networks have ranged from $15,000 to $25,000 annually.

Experience to date in FY 18-19 has provided information to inform the FY 19-20 budget for the business strategy.
- Los Angeles County Business Federation (BizFed) - $5,000
- Valley Industry & Commerce Association (VICA) - $1,760

In addition, one new Business Strategic Partnership with Ready Nation was formalized - $74,500

Establishing new partnerships and collaboratives are estimated to be between $50,000 to $100,000 annually, depending on the level of engagement within the sector. Resources for FY 19-20 in support of the three identified sectors are estimated based on these ranges. Actual use of funds by sector may vary depending on need.

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

The decrease of $70,000 from FY 18-19 is impacted by the Higher Education strategy being the newest in formation and reflects a lower amount for the Higher Education strategy. In future years, as the Higher Education strategy expands, funds may shift to support partnerships to engage Institutions of Higher Education that support the programmatic outcomes of the strategic plan.

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
LA Funders Collaborative	$20,000	$25,000	25.00%

Program Summary

First 5 LA will continue to support and participate in the LA Funders Collaborative, as goals of the Collaborative are aligned with First 5 LA's 2015-2020 Strategic Plan Communities Outcome Area and Built Environment 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 historically underserved people and communities through collaboration, investments, grantmaking, and convening. In addition, in FY 19-20 the First 5 LA Built Environment investment strategy will receive direct support from the LA Funders Collaborative through informative sessions with grantmakers, assistance in establishing new relationships, and technical expertise support.

Spending Plan and Funding Methodology

Funds are included in FY 19-20 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities, such as the LA Funders Collaborative. In FY 19-20, members increased the contribution rate to $25,000 to support the increase in collaboration activities. These activities include transitioning to a more active systems and policy role in LA county through the 2019 LA Funders Collaborative strategic planning process. In addition, this increase is reflective of additional anticipated activities due to the advocacy efforts around Measure M and Measure A through the Collaboratives' report in FY 18-19 Measures Matter.

Funding level of $25,000 is consistent with the other 11 grant making members of the collaborative: the California Community Foundation, The California Endowment, Enterprise Foundation, Resources Legacy Fund, and the Liberty Hill Foundation.

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

The membership rate increased from $20,000 in FY 18-19 to $25,000 in FY 19-20. This revised rate is consistent with support from other members of the collaborative: the California Community Foundation, The California Endowment, Liberty Hill Foundation, and the Enterprise Foundation.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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 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 within 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

Funds are included in FY 19-20 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities, such as participation in LA-N-Sync.

The $25,000 level of funding for FY 19-20 will remain the rate of membership and is equal to the support provided by other members such as the California Community Foundation, The California Endowment, and the Weingart Foundation.

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

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Los Angeles Area Chamber of Commerce	$40,000	$30,000	-25.00%

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.

In FY 19-20, First 5 LA will continue to expand our leadership role in the Chamber and continue to elevate our early childhood agenda among Chamber Board and policy committee members. As an active member of the Chamber, First 5 LA participates in and champions 0-5 issues at Chamber Board and policy committee meetings, advocacy events, and other member events. First 5 LA staff also engage individually with Chamber members who are interested in early education, health, and workforce issues.

Spending Plan and Funding Methodology

The FY 19-20 budget includes $11,000 for annual membership and board dues for the First 5 LA Executive Director, and $19,000 to support the Chamber's efforts to promote work-life balance policies, and practices with a 0-5 lens.

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 (ACCESS DC, ACCESS Sacramento and ACCESS City of LA) are included in the Communications Department Sponsorship budget.

First 5 LA will continue to support the Chamber's Employee Champion Award in FY 19-20 and will dedicate resources to fund planning and implementation. Additionally, First 5 LA will collaborate with the Chamber to inform the award and related event, with greater efforts in FY 19-20 to engage the awardees in potential advocacy activities related to the First 5 LA policy agenda.

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

Conference sponsorship support is based on prior year's investment level. $10,000 for conference sponsorships for the LA Chamber was redirected to the Communications& Marketing - Strategic Marketing budget under Strategic Sponsorships. An increase of $7,500 has been made to support the annual inaugural LA Chamber conference at the bronze level, and of $2,500 to sponsor the event introducing the "work life harmony award".

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Los Angeles Partnership for Early Childhood Investment	$25,000	$30,000	20.00%

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 areas, 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 the promotion of innovations that advance policy and systems change to benefit LA County children age 0-5 and their families. Funds for FY 19-20 are included to ensure staff has the ability to take advantage of immediate strategic partnership opportunities as they emerge throughout the year.

Spending Plan and Funding Methodology

The FY 19-20 resources in support of this investment are consistent with commitments by similar funder collaborators. Other funders who support the LA Partnership for Early Childhood Investment include: The Atlas Family Foundation - $35,000; The Deutsch Family Foundation - $50,000; and the Packard Foundation - $25,000.

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

The membership rate increased from $25,000 in FY 18-19 to $30,000 in FY 19-20. This revised membership rate is consistent with the support provided by other members as: the California Community Foundation, The Dwight Stuart Youth Fund, and the Packard Foundation.

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Southern California Grantmakers	$85,000	$67,000	-21.17%

Program Summary

First 5 LA will continue to support and participate in Southern California Grantmakers (SCG), which is the regional association for philanthropy and other grantmakers. SCG provides First 5 LA staff opportunities to network, inform 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 giving programs, individuals, and government agencies.

Furthermore, Southern California Grantmakers will support First 5 LA by serving as the fiscal agent for partnership funding. First 5 LA has been engaged in supporting the work of the Office Child Protection (OCP) and the County/philanthropic efforts of the Center for Strategic Partnerships (CSP, formerly the Center for Strategic Public Private Partnerships or CSPPP). To date, the support has included active participation in County meetings and workgroups, and 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 through staff leaders moving forward significant projects like the drafting of the County's prevention plan for 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 CSP as it implements the emerging work of OCP. CSP 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. (Note: details regarding the funds dedicated to CSP, under the fiscal agent SCG are found within the SCG/CSP program budget).

Spending Plan and Funding Methodology

First 5 LA's annual membership fee to Southern California Grantmakers is calculated based on a formula established by SCG that takes into account First 5 LA's prior year total competitive Grantmaking and the location of the organization. First 5 LA member rate has increased to $16,500 (previously $15,000).

General Operating Support of $50,000 is consistent with contribution made by other peer funding organizations.

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

The First 5 LA membership fee was increased from $15,000 in FY 18-19, to $16,500 in FY 19-20.

The $25,000 funds for core operating support to CSP was built into this project in FY 17-18; in FY 18-19 funds were moved into the SCG/CSP project.

$20,000 in sponsorships ($10,000 for the annual SCG conference and $10,000 for the annual SCG Policy conference) have been moved to the Communications Department under Strategic Partnerships Department sponsorships. Conference sponsorship support is based on prior year's investment level of $10,000 per conference event x 2 events.

Initiative	Investment Category
Strategic Partnerships - Grantmaking Memberships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Grantmaking Memberships	$41,000	$41,000	0.00%

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 First 5 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 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. Memberships included as part of the total budget are as follows:

• 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 $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: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Partnership Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Consulting	$100,000	$80,000	-20.00%

Program Summary

In FY 19-20, 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; relationship management; and providing technical expertise for innovative approaches to partnership related to the agency's focus on the philanthropic, higher education, and business sectors.

Spending Plan and Funding Methodology

Consulting costs are estimated based on previous consulting fees for similar activities, anticipated needs (estimated between 550 to 700 hours at $150/hour) to support the exploration of emerging and innovative approaches to partnership, and ongoing technical assistance needs. The actual scope of work and budget will be determined as needs arise.

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

The FY 18-19 $100,000 budget to advance this work was reduced to $80,000 in FY 19-20 due to information gathered to inform the strategies and required pace of building partnerships in the three sectors of Philanthropy, Business, and Institutions of Higher Education.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Partnership Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Convenings	$60,000	$40,000	-33.33%

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 Strategic Plan priority outcome areas. Actual convenings will be designed (and budgets determined) as needs and opportunities are identified by First 5 LA staff and external partnerships.

In FY 19-20, staff anticipate funds will be used to support the launch and quarterly convening of a local early childhood business council; sessions with institutions of higher education to support the development and planning of the strategic plan programmatic outcome areas; and sessions to inform broad philanthropic organizations on developing programmatic work across the organization.

Spending Plan and Funding Methodology

Based on the costs of other convenings, FY 19-20 funds will support about 6 business council convenings (between $5,000 to $10,000 estimated cost per convening) and 2-4 additional cross-sector convenings (estimated between $5,000 to $10,000 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%)

ATTACHMENT E:

INTEGRATION & LEARNING DIVISION –

DETAIL BY PROGRAM AND OPERATING COSTS

INTEGRATION & LEARNING DIVISION SUMMARY FY 2019-20

		FY 2018-19	FY 2019-20				
		Revised Budget	Integration & Learning Division	Integration & Learning	Measurement, Learning & Evaluation	Approved Budget	Variance from FY 2018-19
Personnel Services							
Salaries							
	Total Salaries	1,545,644	377,935	601,680	571,446	1,551,061	5,417
	Total Employee Benefits	386,586	85,734	141,410	157,885	385,029	(1,557)
	Total Personnel Services	**1,932,230**	**463,669**	**743,090**	**729,331**	**1,936,090**	**3,860**
Operating Services							
6205	ADP-Payroll	-	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-	-
6215	Utilities	-	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	2,500	300	950	1,000	2,250	(250)
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	5,400	3,000	700	1,700	5,400	-
6265	Subscriptions & Publications	2,500	700	500	1,000	2,200	(300)
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	15,000	7,000	4,000	4,000	15,000	-
6315	Divisional Capacity Building	25,000	25,000	-	-	25,000	-
	Total Operating Services	**51,000**	**36,000**	**6,150**	**8,300**	**50,450**	**(550)**
Consultant Services							
6410	Consultant Fees	210,000	35,500	110,000	39,900	185,400	(24,600)
6420	Other Professional Fees	-	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-	-
	Total Consultant Services	**210,000**	**35,500**	**110,000**	**39,900**	**185,400**	**(24,600)**
Professional Services							
6510	Audit	-	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-	-
6540	Professional Dues	12,850	10,000	1,350	1,500	12,850	-
6550	Staff Recruitment	-	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-	-
	Total Professional Services	**12,850**	**10,000**	**1,350**	**1,500**	**12,850**	**-**
Travel Expenses							
6610	Airfare	18,300	6,800	6,500	4,500	17,800	(500)
6620	Lodging	34,000	11,000	13,000	9,000	33,000	(1,000)
6640	Per Diem	13,200	5,000	4,600	3,200	12,800	(400)
6650	Other Travel Expense	9,600	5,000	2,600	1,800	9,400	(200)
	Total Travel Expenses	**75,100**	**27,800**	**26,700**	**18,500**	**73,000**	**(2,100)**
Professional Development							
6810	Training Materials & Supplies	-	-	-	-	-	-
6820	Internal Training	1,000	-	-	1,000	1,000	-
6830	Leadership Programs	-	-	-	-	-	-
6840	Conference Registrations	40,700	16,300	9,300	14,300	39,900	(800)
6850	External Education/Training	20,800	5,200	7,200	7,200	19,600	(1,200)
	Total Professional Development	**62,500**	**21,500**	**16,500**	**22,500**	**60,500**	**(2,000)**
	Total OPERATING EXPENSES	**2,343,680**	**594,469**	**903,790**	**820,031**	**2,318,290**	**(25,390)**

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 approaches to continuous quality improvement to improve organizational efficiency and effectiveness
- Provide guidance on data collection, analysis, and interpretation for the benefit of the entire organization
- Share best practices about research, evaluation, measurement, continuous quality improvement, and grantmaking
- 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 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	438,679	438,679	349,885	377,935	(60,744)
	Total Employee Benefits	93,419	93,419	77,399	85,734	(7,685)
	Total Personnel Services	**532,098**	**532,098**	**427,284**	**463,669**	**(68,429)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	550	550	118	300	(250)
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	2,160	3,000	-
6265	Subscriptions & Publications	1,000	1,000	343	700	(300)
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenanc	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenanc	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	7,000	7,000	1,640	7,000	-
6315	Division Capacity Building	25,000	25,000	-	25,000	-
	Total Operating Services	**36,550**	**36,550**	**4,261**	**36,000**	**(550)**
Consultant Services						
6410	Consultant Fees	50,000	50,000	-	35,500	(14,500)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**50,000**	**50,000**	**-**	**35,500**	**(14,500)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	10,000	10,000	10,000	10,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**10,000**	**10,000**	**10,000**	**10,000**	**-**
Travel Expenses						
6610	Airfare	6,800	6,800	2,824	6,800	-
6620	Lodging	11,000	11,000	1,529	11,000	-
6640	Per Diem	5,000	5,000	304	5,000	-
6650	Other Travel Expense	5,000	5,000	-	5,000	-
	Total Travel Expenses	**27,800**	**27,800**	**4,657**	**27,800**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	16,300	16,300	2,540	16,300	-
6850	External Education/Training	5,200	5,200	440	5,200	-
	Total Professional Development	**21,500**	**21,500**	**2,980**	**21,500**	**-**
	Total OPERATING EXPENSES	**677,948**	**677,948**	**449,181**	**594,469**	**(83,479)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Integration & Learning Division Support	$677,948.00	$594,469.00	-12.31%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$438,679.00	$377,935.00	-13.84%

Description

Social Security Tax	$93,419.00	$85,734.00	-8.22%

Description

Mileage, Parking and Other Transportation	$550.00	$300.00	-45.45%

Description
Mileage costs for local and regional meetings supporting executive functions as well as the Integration and Learning Division work. Used FY 17-18 and 18-19 expenditures to determine this figure.

Office Supplies	$3,000.00	$3,000.00	0.00%

Description
These costs support the work of the VP and the division broadly. Used data from FY 17-18 and FY 18-19 to determine this amount.

Subscriptions & Publications	$1,000.00	$700.00	-30.00%

Description
Subscriptions and publications related to evaluation, learning organizations, systems building and knowledge management. Used data from FY 17-18 and FY 18-19 to determine this amount.

Internal Meetings	$7,000.00	$7,000.00	0.00%

Description
Expenses related to both internal working meetings and org-wide convenings as well as external-facing events that support the Division's work, including knowledge Management-related activities. Covers costs for catering and venue rental and other meeting-related expenses. Used data from FY 18-19 expenditures to determine this amount, which stays the same.

Division Capacity Building	$25,000.00	$25,000.00	0.00%

Description
Provide funds for divisional/departmental team building including fees for venue, catering and facilitator fee.

Consultant Fees	$50,000.00	$35,500.00	-29.00%

Description

Consultant fees to develop the building blocks of a learning organization, including scans of best practices, organizational capacity building, facilitation services, meeting planning and execution, and partnership building across the organization. Assumes 333 total consultant hours at average rate of $150/hr.

Professional Dues	$10,000.00	$10,000.00	0.00%

Description

Dues and subscriptions for learning organization associations and networks. Includes American Productivity and Quality Center (APQC) organizational membership {$9,000) for access to their database for Knowledge Management work and individual memberships for AEA and other organizations.

Airfare	$6,800.00	$6,800.00	0.00%

Description

Includes costs for Home Visitation summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference, and professional development training. Professional Development budget is $400 per employee (4 when fully staffed) for a total of $1,600. This assumes one round-trip airfare per employee ($400) for one professional development opportunity.

Lodging	$11,000.00	$11,000.00	0.00%

Description

Includes costs for Home Visitation summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference, and professional development training. This estimate includes a professional development budget of $1,100 per employee (4 when fully staffed) based on a historical average hotel stay of $275 per night for four nights for one professional development opportunity for a total of $4,400.

Per Diem	$5,000.00	$5,000.00	0.00%

Description

Includes costs for Home Visitation summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference, and professional development training. The professional development budget for this line item is $280 per employee (4) for a total of $1,120. This number is based on a historical average of $70 per day for a four-day business trip related to one professional development opportunity.

Other Travel Expenses	$5,000.00	$5,000.00	0.00%

Description

Includes costs for ground transportation associated with approved business travel submitted on a Travel Authorization Form. Includes costs for Home Visitation summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference, and professional development training. The professional development budget for this line item is $200 per employee (4) for a total of $800 based on historical data of ground transportation and/or airport parking costs for one business trip. This budget assumes one professional development trip per employee.

Conference/Training Registrations	$16,300.00	$16,300.00	0.00%

Description

Includes costs for Home Visitation summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference and other conferences. Costs include: KM Connect Conference ($1,195), KM World ($2,000 x 2 employees), Open Data Science Conference ($1,000 x 1 employee), OD Network ($1,500 x 2 employees), and APQC KM Conference ($1,300 x 2 employees).

External Education/Training	$5,200.00	$5,200.00	0.00%

Description

This entire budget line item is for registrations for professional development opportunities. It includes a registration budget of $1200 per employee (4 total) for one conference/seminar/workshop/training for professional development for a total of $4,800. This figure is based on an average of historical costs of conferences and seminars. This line item also includes $100 per employee (4) for enrollment in one course at the annual Claremont Graduate University professional development seminars for a total of $400. The grand total for professional development registrations is $5,200.

Initiative	Investment Category
Impact Framework	Integration & Learning

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Impact Framework	$112,000	$400,000	257.14%

Program Summary

First 5 LA is using a tailored approach to the development of a measurement, evaluation and learning framework, grounded in the strategic plan that identifies, measures and monitors our progress and impact on our systems change strategies. First 5 LA is shifting from extensive evaluation of programs to examining systems change and policy change. The Impact Framework is an organization-wide, measurement, evaluation and learning project. The project includes three distinct phases of development that are led by the Integration & Learning Division and supported by a third-party consultant.

Phase 1 work was on the identification of the progress made on strategies outlined in the strategic plan to accomplish First 5 LA's mission. This phase of work included data collection in Programs Division, analysis and sense-making engagements with staff across the organization. Phase 2 involves creating and implementing a measurement plan for all of the work. It includes both primary and secondary 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. Phase 3 of the project includes developing a reporting plan and system. This phase will include designing a system to report out progress and help build internal staff capacity to use the system.

Spending Plan and Funding Methodology

Estimates were developed by analyzing the project's FY 18-19 burn rate and identifying the needs for FY 19-20. Current project management best practices were used to determine the timeline for reaching milestones for the next two phases of the Impact Framework development and the amount of resources needed to reach those milestones by the approved timelines. Funds for initial implementation and subsequent maintenance of the Impact Framework project work are anticipated to break down into four categories of work in FY 19-20:

1) Data: The costs associated with county-wide primary data collection which may include survey development, validation, etc. Secondary data collection may include costs associated with securing data sharing agreements, MOUs, and acquisition of specialized data files such as aggregated census track data for L.A. County. $200,000.

2) Reporting Tools & Practices: includes costs associated with tool(s) used for storing, showcasing, and exporting data. This also includes miscellaneous costs of producing and sharing reporting materials. Additionally, these estimates include any costs associated with updates to the tool over time. $125,000.

3) Staff Capacity Building: includes costs associated with staff training for the selected tool (onsite and offsite depending on what is needed). This also includes miscellaneous costs for additional training pending any updates to the tool over time. $50,000.

4) Organization Wide & External Stakeholder Engagement: This includes costs for events and supplies and possibly some consultant (facilitation) support to engage staff in the data use and interpretation of the IF data. The inclusion of external stakeholders considers sharing and support for County agencies, the First 5 Association, First 5 CA and other entities who are interested or may benefit from using the data and reporting being produced as part of the First 5 LA Impact Framework. $25,000.

The three development phases of the Impact Framework consist of identifying and measuring data and information, and then learning to use the information as a tool for organizational effectiveness. FY 18-19 completed the first phase (identification) and launched the second phase (measurement) which will continue into FY 19-20.

In order to ensure that the chosen measures are relevant and the most accurate for the field, experts will be identified and engaged to vet and contribute to the measurement phase work products. These strategic partnerships will aid not only the impact framework effort, but contribute to the field and may be of assistance at other projects at First 5 LA. Sufficient resources are included to ensure that this can take place by way of stipends and coordination efforts. Estimates were determined by reviewing the cost of previous similar efforts at the organization.

Initiative	Investment Category
Impact Framework	Integration & Learning

Additionally, the third phase of the Impact Framework development will require the creation of a computer program or application that displays data. Staff researched the price range of products and connected with the internal IT Department to ensure that the budget range is accurate for this type of program or application. These details were used to determine the final estimated resource need for the project's advancement in FY 19-20.

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

The total budget for FY 18-19 for Impact Framework was actually $377,000, drawn from this line item and two others: Indicator Development and Cross Outcome Strategy Area. The FY 18-19 budget included Phase 1 Data Collection activities and associated consultant fees. Going into the next fiscal year, the increased budget reflects setting up infrastructure for Phases 2 and 3. This includes case studies, development of the data reporting tool, staff training and associated reporting activities.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Knowledge Management	Integration & Learning

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Knowledge Management	$178,000	$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.

Although originally slated for full implementation in December 2019, due to key staffing vacancies the timeline for completion has been extended.

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. This rate is consistent with costs incurred by historical specialized IT-related services. 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. This body of work is being coordinated with the IT Department as we anticipate that from IT we will obtain systems requirements. This budget does not include the cost f of implementation.

- 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%)

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 & Learning (I&L) Department shares a Program Assistant (.5FTE) with the Measurement, Learning & Evaluation (MLE) Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the I&L Department budget.*

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, and 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 implements various learning practices, such as reflective learning sessions, before action reviews and after action reviews, as well as offers specialized technical assistance to staff that are using data and research to inform their work. This also includes using continuous improvement principles and tools to make staff's work more efficient and effective. I&L also develops, implements and monitors 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 First 5 LA's reporting plan for the Impact Framework. The Impact Framework is an effort by the organization to define and communicate a shared understanding of the organization's systems change work and the desired results of that work. This reporting plan entails developing plans to assess and enhance First 5 LA's current

data infrastructure and learning practices, focused on supporting the tracking and reporting of the Impact Framework. This includes the selection and implementation of a reporting tool (or set of tools) to track and assess progress towards the monitoring measures, system-level outcomes and Results for Children and Families. The I&L team will develop a learning and capacity building plan to enhance staff's ability to use the Impact Framework. I&L will also create guidelines to modify any elements within the Impact Framework. This includes supporting the development of indicators for the second phase of the Impact Framework.

This department also shepherds the sustainability/expiring initiatives process by providing analysis and rationale for ending or providing extensions 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.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	557,680	557,680	410,782	601,680	44,000
	Total Employee Benefits	137,499	137,499	98,806	141,410	3,911
	Total Personnel Services	**695,179**	**695,179**	**509,588**	**743,090**	**47,911**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	950	950	55	900	(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	687	600	(100)
6265	Subscriptions & Publications	500	500	-	500	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	4,000	4,000	571	4000	-
	Total Operating Services	**6,150**	**6,150**	**1,312**	**6,000**	**(150)**
Consultant Services						
6410	Consultant Fees	110,000	110,000	-	110,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**110,000**	**110,000**	**-**	**110,000**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,350	1,350	-	1,350	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,350**	**1,350**	**-**	**1,350**	**-**
Travel Expenses						
6610	Airfare	7,000	7,000	4,227	6,500	(500)
6620	Lodging	14,000	14,000	4,789	13,000	(1,000)
6640	Per Diem	5,000	5,000	2,160	4,600	(400)
6650	Other Travel Expense	2,800	2,800	469	2,600	(200)
	Total Travel Expenses	**28,800**	**28,800**	**11,645**	**26,700**	**(2,100)**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-		-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	10,100	10,100	-	9,300	(800)
6850	External Education/Training	8,400	8,400	750	7,200	(1,200)
	Total Professional Development	**18,500**	**18,500**	**750**	**16,500**	**(2,000)**
	Total OPERATING EXPENSES	**859,979**	**859,979**	**523,294**	**903,640**	**43,661**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Integration & Learning	$859,979.00	$903,640.00	5.08%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$557,680.00	$601,680.00	7.88%

Description

Social Security Tax	$137,499.00	$141,410.00	2.84%

Description

Mileage, Parking and Other Transportation	$950.00	$900.00	-5.26%

Description

Provides costs related to travel for local meetings with grantees, contractors, strategic partners, as well as local trainings and meetings with other philanthropic organizations and learning organizations. The cost is 20 miles per month for 12 months for 6 staff at 58 cents per mile, rounded up to $900.

Office Supplies	$700.00	$600.00	-14.28%

Description

Provides general office supplies for 6 full-time staff for 12 months. This cost is based on last year's average cost of $100 per year per FTE.

Subscriptions & Publications	$500.00	$500.00	0.00%

Description

Provides cost for purchasing resource books and journal articles related to research, effective grantmaking and learning organizations. This cost is consistent with the previous year's cost for this line item.

Internal Meetings	$4,000.00	$4,000.00	0.00%

Description

Provides expenses related to the Integration and Learning projects, as well as support of the 2015-2020 Strategic Plan. These include meetings with Commissioners, legal counsel, staff, grantees and contractors. Estimate based on previous year expenditures.

Consultant Fees	$110,000.00	$110,000.00	0.00%

Description

The consulting support will assist with the development of the infrastructure for Phase III of the Impact Framework, assist with the building blocks of a learning organization, and provide organizational capacity building on various topics, such as continuous quality improvement and emergent learning. These fees will also assist with facilitation services, including planning and meeting execution. This assumes that consultants will have a total 626 hours at the average rate of $150/hour.

Professional Dues	$1,350.00	$1,350.00	0.00%

Description

Provides staff with membership to professional philanthropic organizations, evaluation associations, as well as learning organizations. An annual $100 membership fee for 6 staff members to organizations like the Society of Organizational Learning North America, totaling $600. An annual subscription to American Evaluation Association for the two I&L Managers at $109 per membership, totaling $218 and an additional $400 for additional dues and subscriptions. This cost is rounded up to $1,300.

Airfare	$7,000.00	$6,500.00	-7.14%

Description

Provides airfare to and from professional conferences, such as Grantmakers for Effective Philanthropy, PEAK, Council of Foundations, and American Evaluation Association. This cost was calculated using a per-person amount of $500 for 6 staff members for a total of $3,000. An additional travel cost of three External Partner Learning at $500 for a total of $1,500.
Professional Development budget is $500 per employee for 4 employees for a total of $2,000. This assumes one round-trip airfare per employee (not-to-exceed the $500 limit from the First 5 LA Travel Guidelines) for one professional development opportunity. This calculation assumes that not all professional development for staff will require travel.

Lodging	$14,000.00	$13,000.00	-7.14%

Description

Provides lodging for multi-day professional conferences or meetings outside of the Los Angeles area, such as Grantmakers for Effective Philanthropy, PEAK, Council of Foundations, American Evaluation Association, and Society for Organizational Learning. The cost is based on 6 FTE's having $1,000 for lodging outside the LA area, totaling $6,000. An additional lodging cost of the three External Partner Learning at $1,000 for a total of $3,000. This estimate includes a professional development budget of $1,000 per employee for 4 employees based on a historical average hotel stay of $250 per night for four nights for one professional development opportunity for a total of $4,000. This calculation assumes that not all professional development for staff will require travel.

Per Diem	$5,000.00	$4,600.00	-8.00%

Description

Provides for various daily expenses incurred while attending professional conferences or meetings outside the Los Angeles area, such as Grantmakers for Effective Philanthropy, PEAK, Council of Foundations and American Evaluation Association. The cost is based on historical average daily per diem rate ($69) for 5 days, and assumes 6 FTE's will have approximately $345/year, for a total of $2,070, rounded up to $2,100. An additional per diem cost for the three External Partner Learning at $345 for a total of $1,035, rounded up to $1,100.
The professional development budget for this line item is $345 for 4 employees for a total of $1,380, rounded up to $1,400. This calculation assumes that not all professional development for staff will require travel.

Other Travel Expenses	$2,800.00	$2,600.00	-7.14%

Description

The cost assumes 6 FTE's will have approximately $200/year, totaling $1,200. Additional travel expenses cost for the three External Partner Learning at $200 for a total of $600.This cost is based on I&L's prior year expenditures.
The professional development budget for this line item is $200 per employee for 4 employees for a total of $800. This calculation assumes that not all professional development for staff will require travel.

Conference/Training Registrations	$10,100.00	$9,300.00	-7.92%

Description

Provides registration expenses for professional conferences, such as Grantmakers for Effective Philanthropy, PEAK, Council of Foundations and American Evaluation Association. This cost is based on 6 FTE's having $800 to cover the cost of registration fees (totaling $4,800) and an additional $4,500 for training, such as Emergent Learning.

External Education/Training	$8,400.00	$7,200.00	-14.28%

Description

This entire budget line item is for registrations for professional development opportunities. It includes training on evaluation, data visualization, and synthesizing information. Budget is for $1,200 per staff of 6 ($1,200 X 6) for one conference/seminar/workshop/training for professional development for a total of $7,200. This figure is based on an average of historical costs of conferences and seminars.

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
External Partner Learning	$93,000	$93,000	0.00%

Program Summary

The External Partner Learning sessions will allow First 5 LA to establish a network of organizations and partners who are advancing learning work and culture change within their institutions. They 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 as the I&L division supports the implementation of the strategic plan. These sessions will be spearheaded and led by an external consultant initially and eventually facilitated by staff.

Additionally, First 5 LA staff will participate in Left Coast Evaluation gatherings and other similar groups as applicable. The Left Coast Evaluator is composed of 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 19-20 costs were estimated by using Best Start's historical expenditure data to host similar meetings.

- The three (3) External Partner Learning Sessions ($3,000) - $1,000 for a half-day venue rental, three times per year.
- The Learning Session provisions ($1,125) - $15 per person for approximately 25 people per session, three times per year.
- The Left Coast Evaluation gatherings ($2,500) - annual cost to participate in the evaluation gathering.
- Consultant (460 hours at $150/hour for a total of $69,000) - to assist in establishing and facilitating the Learning Cohort. This includes developing collateral, conducting outreach of potential cohort members, preparing and facilitating the cohort, following up on items and developing processes for ongoing engagement. An additional $2,000 will be given to the consultant for developing and printing collateral and $5,000 to cover the cost of site rental and food for the cohort's convening.
- Grantmakers for Effective Organization's annual sponsorships - $10,000

The total cost has been rounded up to $93,000, per internal guidelines.

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

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Learning Advisory Committee	$20,000	$20,000	0.00%

Program Summary

The Learning Advisory Committee will allow First 5 LA to convene an advisory group, comprised of experts in the field of learning and organizational development. The quarterly 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 and support implementation of the strategic plan.

Spending Plan and Funding Methodology

The cost includes honorariums to five (5) members of the Learning Advisory Committee. Each honorarium will be $1,000 four times a year, 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 quarterly Learning Advisory Committee meetings that are anticipated for FY 19-20.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Organization-wide Learning	$18,000	$18,000	0.00%

Program Summary

The Organization-wide Learning Sessions provide 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 continuously reflect, learn and incorporate lessons learned into their work so that they can become more effective, efficient and innovative.

Spending Plan and Funding Methodology

The FY 19-20 budget is based on historical expenditures for Best Start Communities to host similar meetings, as well as historical data from the I&L Division. Costs include:

- Venue ($3,000) - $1,000 for a half-day venue rental, three times a year.
- The Learning Session ($6,075) – $15 for food for 135 staff members per session, three times per year.
- Honorariums ($3,000) - each honorarium will be $1,000 per session for three sessions.
- Materials ($5,000) - will assist with the development of materials to share organization-wide learnings.

The total cost has been rounded up to $18,000, per internal guidelines.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Grantee Assessment	Integration & Learning

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Grantee Perception Report	$75,000	$40,000	-46.66%

Program Summary

The Center for Effective Philanthropy, or similar partner, will administer the Grantee Perception Report and Stakeholder Perception Report with First 5 LA's grantees, contractors and partners. The Grantee Perception Report will allow us to solicit critical feedback from various partners through an online platform to promote ongoing improvement and increase internal and external effectiveness. Perspectives from grantees, contractors and partners 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 and stakeholder survey. The intent is to have these reports conducted every other year so that we can track our progress and effectiveness.

Spending Plan and Funding Methodology

The cost for contracting with an organization to develop the grantee perception survey and the stakeholder perception survey, monitor the project, find comparison groups to compare with our organization and develop reports based upon each survey is approximately $70,000. This is based upon on the negotiated contract with the Center for Effective Philanthropy (CEP). Given that half of those of funds were provided to CEP in FY 18-19, the remaining $35,000 will be needed for FY 19-20. An additional $2,000 will be set aside for travel expenses incurred by CEP to present the findings from the grantee and stakeholder survey at First 5 LA. CEP will have 20 additional hours at $150 to provide technical assistance and guidance on prioritizing areas of improvement, totaling $3,000.

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

Measurement, Learning & Evaluation

MEASUREMENT, LEARNING & EVALUATION

Authorized Positions

Director	1
Manager, Evaluation & Learning	2
Evaluation & Learning Analyst	3
Total	**6***

**The Measurement, Learning & Evaluation (MLE) Department shares a Program Assistant (.5FTE) with the Integration & Learning (I&L) Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the I&L Department budget.*

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 19-20 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.

DRAFT

MEASUREMENT, LEARNING & EVALUATION

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	549,285	549,285	468,072	571,446	22,161
	Total Employee Benefits	155,668	155,668	115,631	157,885	2,217
	Total Personnel Services	**704,953**	**704,953**	**583,703**	**729,331**	**24,378**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	1,000	1,000	881	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	1,700	632	1,700	-
6265	Subscriptions & Publications	1,500	1,000	-	1,000	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	4,000	4,000	1,132	4,000	-
	Total Operating Services	**8,300**	**8,300**	**2,645**	**8,300**	**-**
Consultant Services						
6410	Consultant Fees	50,000	50000	66,300	39,900	(10,100)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**50,000**	**50,000**	**66,300**	**39,900**	**(10,100)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,500	1,500	196	1,500	-
6550	Staff Recruitment	-	-	-		-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,500**	**1,500**	**196**	**1,500**	**-**
Travel Expenses						
6610	Airfare	4,500	4,500	1,766	4,500	-
6620	Lodging	9,000	9,000	729	9,000	-
6640	Per Diem	3,200	3,200	1,568	3,200	-
6650	Other Travel Expense	1,800	1,800	357	1,800	-
	Total Travel Expenses	**18,500**	**18,500**	**4,420**	**18,500**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-			-
6820	Internal Training	1,000	1,000		1,000	-
6830	Leadership Programs	-	-			-
6840	Conference Registrations	14,300	14,300	550	14,300	-
6850	External Education/Training	7,200	7,200	300	7,200	-
	Total Professional Development	**22,500**	**22,500**	**850**	**22,500**	**-**
	Total OPERATING EXPENSES	**805,753**	**805,753**	**658,115**	**820,031**	**14,278**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Measurement, Learning & Evaluation	$805,753.00	$820,031.00	1.77%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$549,285.00	$571,446.00	4.03%

Description

Social Security Tax	$155,668.00	$157,885.00	1.42%

Description

Mileage, Parking and Other Transportation	$1,000.00	$1,000.00	0.00%

Description
Mileage and parking for local meetings, events, and other associated work. Used the Research and Evaluation 3 year average expenditures for this item and applied it proportionally to the Measurement, Learning and Evaluation Department staffing level. In addition, MLE department 2018-2019 expenditures were also used to create the 2019-2020 estimate.

Cell Phone & Mobile Devices	$600.00	$600.00	0.00%

Description
Provide a budget for at least one staff member to receive cell phone reimbursement up to $50/month.

Office Supplies	$1,700.00	$1,700.00	0.00%

Description
Office supplies in support of Measurement, Learning, and Evaluation (MLE) department work. Used the Research and Evaluation 3 year's and last MLE department FY year operating cost expenditure average for this item and applied it proportionally to the MLE staffing level.

Subscriptions & Publications	$1,000.00	$1,000.00	0.00%

Description
Subscriptions and publications related to measurement, evaluation, and data based on the previous 3 year average, with the addition of several learning based subscriptions and publications.

Internal Meetings	$4,000.00	$4,000.00	0.00%

Description

Estimate based on previous years expenditure data and activity. These meeting costs will support the evaluation and learning work across outcomes, grantees and partners. Covers costs for catering and venue rental and other meeting related
expenses.

Consultant Fees	$50,000.00	$39,900.00	-20.20%

Description

Consultant support for the design and development of Measurement, Learning and Evaluation activities in the areas of systems change, policy/advocacy and capacity building evaluations, continuous quality improvement and emergent learning.
The total $50,000 budget is broken down by the following activities:
1) Place based evaluation methods (100 hours at $100 per hour = $10,000)
2) Policy and Systems Change evaluation methods (100 hours at $100 per hour = $10,000)
3) Evaluation workgroup consultant support (99 hours at $150 per hour = $14,900)
4) Specialized statistical software training (eg. Tableau) ($5000)
The hour and cost estimates are based on previous experience conducting similar activities.

Professional Dues	$1,500.00	$1,500.00	0.00%

Description

Based on costs for evaluation and learning associations and organizations and networks, including American Evaluation Association, Society for Research in Child Development, American Public Health Association, Evaluation Roundtable and Society for Organizational Learning.

Airfare	$4,500.00	$4,500.00	0.00%

Description

Includes costs for events such as Home Visitation Summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, and the annual Society of Organizational Learning Meeting. Costs were calculated using a per-person amount of $500 for 6 staff members for a total of $3,000.
Professional Development budget is $500 per employee for 3 employees for a total of $1500. This assumes one round-trip airfare per employee (not-to-exceed the $500 limit from the First 5 LA Travel Guidelines) for one professional development opportunity.

Lodging	$9,000.00	$9,000.00	0.00%

Description

Includes costs for Home Visitation Summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups and the Society of Organizational Learning meeting. Costs were calculated at a per-person amount of $1000 for 6 staff members for a total of $6,000.
This estimate includes a professional development budget of $1,000 per employee for 3 employees based on a historical average hotel stay of $250 per night for four nights for one professional development opportunity for a total of $3000.

Per Diem	$3,200.00	$3,200.00	0.00%

Description

Includes costs for events such as Home Visitation Summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups and the Society of Organizational Learning meetings. The cost is based on historical average daily per diem rate ($69) for 5 days, and assumes 6 FTE's will have approximately $345/year, for a total of $2,070, rounded up to $2,100.
The professional development budget for this line item is $345 for 3 employees for a total of $1,035, rounded up to $1,100.

Other Travel Expenses	$1,800.00	$1,800.00	0.00%

Description

Includes costs ground transportation while on travel for events such as Home Visitation summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups and the Society of Organizational Learning meetings. Costs were calculated based on prior year's cost per FTE at a per-person rate of $200 at 6 staff members.
The professional development budget for this line item is $200 per employee for 3 employees for a total of $600 based on historical data of ground transportation and/or airport parking costs for one business trip. This budget assumes one professional development trip per employee.

Internal Training	$1,000.00	$1,000.00	0.00%

Description

Internal training cost related to measurement and data topics. Professional development budget is 10 hours at $100 per hour to total $1000.00.

Conference/Training Registrations	$0.00	$14,300.00	100.00%

Description

Includes costs for Home Visitation Summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, and the Society of Organizational Learning ($4500) and the Emergent Learning Cohort training ($5000) and a per-person amount of $800 at 6 staff members ($4800).

External Education/Training	$7,200.00	$7,200.00	0.00%

Description

This entire budget line item is for registrations for professional development opportunities. It includes costs for advanced training in evaluation, data visualization, ArcView GIS and the Society of Organizational Learning Program. Budget is for $1,200 per staff of 6 ($1,200 x 6) for conference/seminar/workshop/training for professional development for a total of $7,200. This figure is based on an average of historical costs of conferences and seminars.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Data Analytics	$25,000	$25,000	0.00%

Program Summary

The purpose of the Data Analytics project is to apply the methodological approach of "predictive analytics" to advance prevention efforts at First 5 LA and within LA County broadly. The project will work to collaborate across the organization and directly support all four 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. This work will partner with, and leverage the existing knowledge of The Children's Data Network (CDN). 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, The Department of Children and Families Services (DCFS) 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: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Data Consultant	$90,000	$90,000	0.00%

Program Summary

The purpose of the Data Consultant item in the FY 19-20 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. In addition, the consultant will also address other data needs as they surface. This work will be conducted in partnership with the Programs and Administrative Division to ensure that there are benefits across strategies and throughout the entire organization.

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/FERPA-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 as well as future strategic plan work.

Spending Plan and Funding Methodology

FY 19-20 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 breakdown of consultant time and priorities is as follows:

• The HIPAA and FERPA, and data sharing agreement contract language 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: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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 Impact Framework (Phase II) measurement work, 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 or other demographic data extracts
2) Working with the CEO's Geographic Information Systems division to geocode large data files
3) Purchasing boundary files for our mapping software
4) Other data needs as they surface

Spending Plan and Funding Methodology

FY 19-20 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: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
First 5 LA Contracts and Grants Program Reporting Database	$75,000	$50,000	-33.33%

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 such as the First 5 Association. 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 19-20 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 ($45,000). This cost was based on 300 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%)

Funding was reduced since the majority of the work to gather, compile, synthesize, analyze and report will be completed by internal staff.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Indicator Development	$165,000	$165,000	0.00%

Program Summary

This budget item will support: 1) ongoing development of measures and indicators 2) acquisition of data (both quantitative and qualitative), 3) refinement of data and 4) analysis and interpretation of data supporting the overall work of First 5 LA and our partners.

The objective of this work is to identify and develop measurable indicators, data sources, analytic approaches to track the context and progress of First 5 LA's current and future work. In addition, this work will emphasize identifying and utilizing disaggregated data for First 5LA's indicators and measures to support a programmatic focus on equity. Finally, this work will allow First 5 LA to support "real time" learning using mixed methods approaches such as case studies, chronicling, focus groups and document reviews.

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.

Total is rounded up to the nearest thousand, per internal guidelines.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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 annual survey and annual administrative data are available to help answer specific questions that may come up during the coming fiscal year.

In FY 19-20, WIC data and the WIC platform will play a critical role in the piloting of measures that will serve the Impact Framework (Phase II) and also support LA County partnerships such as Office of Child Protection (OCP).

Spending Plan and Funding Methodology

The FY 19-20 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 required for FY 19-20: $590,000 ($310,000 for data collection, $290,000 for data management, analysis, dissemination activities)
- Contingency: $10,000

Funding estimates were based on five previous years cost expenditure data implementing administrative data collection and analysis and implementing parent surveys of WIC clients.

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

Initiative	Investment Category
Data Partnership with Funders	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Children's Data Network (CDN)	$850,000	$850,000	0.00%

Program Summary

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.

The broad goals of the Children's Data Network are to drive policy and systems change through:

1) Building a Statewide data linkage infrastructure that allows major service systems to share data, develop more informed policy, and improve systems that serve children and families in our target population.
2) Support the development of an LA County data linkage infrastructure that will work to help integrate services for children and families and improve prevention efforts of key LA County Departments.
3) Enable expedient, cost effective, and policy relevant research and evaluation of investments aimed at improving outcomes for children and families and understand the long term benefits of early childhood investments.
4) Contribute knowledge to the field of early childhood development.
5) Support specific efforts to contribute to First 5 LA's measurement and tracking of progress.

First 5 LA will continue to utilize the Children's Data Network (CDN) as an anchor partner to complete various data linkage projects throughout the year that are part of the emerging strategic planning refinement efforts.

CDN has become a valued and trusted partner with the State of California, LA County, and various community based agencies. First 5 LA and CDN have partnered in a way that looks to leverage, build capacity, focus on policy relevant research, and share findings broadly.
CDN has achieved recognition locally, across the State of California, at the national level, and even has been recognized internationally for their groundbreaking work.

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.

More recently, CDN has partnered with the First 5 Association and the Heising Simons Foundation to develop the California Strong Start Index (CASSI) that highlights a strength based measure that is available for nearly all zip codes in the State. CDN will continue their work in promoting and refining the CASSI in partnership with other stakeholders. First 5 LA will also collaborate with CDN to leverage data, knowledge and relationships as we continue our work on the Impact Framework measurement plan and the Strategic Plan Refinement Process (SPR4).

In addition to the data and analytic work, CDN will devote resources in FY 19-20 to further developing their strategic vision and plan, refine their business and operating model, and build relationships within the new Governors administration.

FY 18-19 is the final year of the resources allocated by the Commission in October 2010. Currently, CDN receives funds through a funding allocation approved by the First 5 LA Board of Commissioners in 2010.

The funds requested this year will allow for the work to continue beyond the initial allocation, and eventually work toward a sustainable data infrastructure at the State of California and LA County level.

Spending Plan and Funding Methodology

FY 19-20 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

Initiative	Investment Category
Data Partnership with Funders	Research & Evaluation

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 19-20 are based on average annual expenditures from the beginning of the contract in 2012. The work and goals of the Children's Data Network (CDN) have remained constant over the past 5 years. This upcoming year CDN will expand their efforts to work with California Health and Human Services Agency to lead statewide efforts to link data across large systems and develop a cloud base Research Data Hub that will promote policy relevant research in several areas that involve children and families. CDN will prioritize the delivery of technical assistance and training at the State level to create a data linkage infrastructure that will be sustained by the State of California.

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%)

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Cross Outcomes/Strategy Area	$100,000	$500,000	400.00%

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 (OCP) to implement several key work groups that are part of the LA County Prevention Plan. The primary goal of these funds are to partner with OCP and other County agency stakeholders to continue work of the Data and Evaluation workgroup which was outlined in the OCP prevention plan.

The secondary goal of this work will be to align the following work streams to the First 5 LA Impact Framework (IF) and inform the measurement and reporting plans outlined during the initial implementation of the Impact Framework at First 5 LA. The following efforts will serve to inform case studies documenting our progress implementing systems change and policy advocacy.

The primary charge of the OCP Prevention Plan Data workgroup was to:

1) Continue working to 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) Create a sustainable approach to tracking data and evaluation prevention plan progress.
3) Improve coordination and data sharing among county and non county agencies around prevention efforts.
4) Align with County efforts led by the Chief Information Office (CIO) to create performance management systems within major county departments.

The FY 19-20 funds will be used for:
1) refinement of county department specific prevention measures, 2) development of community-level measures, 3) partnering on Prevention Plan evaluation efforts that link with First 5 LA investments (Home Visitation, community-based prevention services, e.g., PANs) which includes technical assistance with measurement, analysis and data capacity building activities, and 4) pilot prevention-oriented cost benefit analysis.

Spending Plan and Funding Methodology

The FY 19-20 budget will include the following cost categories:

1) Refinement of county department specific prevention measures - $25,000 which includes 133 hours of consultant support at $150 per hour ($20,000) and 10 partner meetings at $500 per meeting ($5,000)

2) Development of community-level measures - $300,000 - which includes the piloting of population-based protective factor survey within service platforms such as WIC, or other agencies which serve children and families 0-5. These costs would include development and piloting of the tool, survey design, data collection (sample of approximately 500-1000 families), analysis and report development. In addition these costs would include 4 expert panel meetings with key county stakeholders to assemble publicly available community indicators and measures.

3) Partnering on Prevention Plan evaluation efforts that link with First 5 LA investments (Home Visitation, community-based prevention services, e.g., PANs). $100,000 - These resources supplement investments by the Casey Family Programs to use existing data being collected by prevention service providers to evaluate program effectiveness and understand barriers to implementation and coordination. Estimates include: 633 hours at $150 per hour ($95,000) of contractor/consultant support for data collection, data cleaning and analysis and $5,000 for software grantee partner training.

4) Pilot prevention-oriented cost benefit analysis - includes 500 hours of consultant/contractor time at $150 per hour for a total of $75,000. The hours will be devoted to collection of financial data, literature reviews focusing on randomized control trials, building of the cost benefit models and developing analysis plan.

The costs were determined based on experience implementing similar efforts by the MLE department.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

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

The increase represents additional support for Data Committee work in collaboration with OCP and other key county agency stakeholders. During FY 18-19, First 5 LA has acted as a co-lead for the OCP Prevention Plan Data Committee. The work of the committee will continue in FY 19-20 and will involve more data/evaluation related activities.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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. In addition, this work will also inform continued strategy refinement outlined during the Strategic Plan Refinement (SPR4) process.

The objective of this work is to develop a broad learning portfolio and accompanying learning plans that are specific to the ECE Outcome area. The learning portfolio will consist of 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, Early Development Index (EDI) implementation and early Impact evaluation work. The work will be done in partnership with ECE program staff and external partners.

The costs outlined here identify resources that are need to support the work; implementation of the work will be spearheaded by internal staff.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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. In addition, this work will inform continued strategy refinement that will be outlined in the Strategic Plan Refinement (SPR4) process.

The objective of this work is to develop a broad learning portfolio and accompanying learning plans that are specific to the Health Systems work in Early Identification (e.g. Help Me Grow). The learning portfolio will consist of a set of 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.

This effort also incorporates examining research, evaluation and data work being done by the Health Systems team and their key partners.

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: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Best Start Learning Agenda	$540,000	$540,000	0.00%

Program Summary

The Measurement, Learning and Evaluation Department has been working with the Communities Department and key stakeholders to develop the Best Start Learning Agenda (BSLA). The BSLA focuses on the Best Start community networks and regions and is framed by five learning questions that will guide First 5 LA's learning. Implementation of the Best Start Learning Agenda 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 Learning Agenda activities focused on data collection, convening stakeholders for meaning making activities, and communication and sharing. The primary expense will be support from a contractor for primary and secondary data collection and analysis. Anticipated data collection efforts include surveys, interviews, focus groups, observations, and document review. There will be additional data-related expenses, for example meeting transcriptions, that will assist in answering the learning questions. 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 costs identified below do not include resources committed by the Communities department to implement their program oriented learning and capacity building work.

The total cost will be broken down into three areas:

1. Data Collection and Analysis ($375,000) - These funds will support primary and secondary data collection and analysis needed to answer the learning questions. This amount is based on an estimate of $65,000 per region, which includes 433 hours @ $150 per hour of consultant time for data collection, analysis and report writing across the five regions (5 x $65,000 = $325,000). The remaining funds in this area ($50,000) will be used to support other activities such as meeting audio transcription and data collection incentives among other things.

2. Meaning Making ($105,000) - These funds will support efforts to make meaning of data and information with the appropriate Best Start stakeholder groups and document shared learning and understanding. This amount is based on an estimate of 600 hours @ $150 per hour of consultant time, as well as the projected cost for 12 meaning making meetings with various stakeholders @ $1,250 per meeting.

3. Communication & Sharing ($60,000) - These funds will support communication and sharing efforts that will promote awareness of progress made on the Learning Agenda as well as development and implementation of a sharing plan for findings, products, and collateral materials. This amount is based on an estimate of 300 hours @ $150 per hour of consultant time for the development and implementation of a sharing plan and product and material development ($45,000). This amount also includes funds for sharing and dissemination activities such as publishing costs and conference/convening fees ($15,000).

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Early Identification and Intervention - Autism and Other Developmental Delays Evaluation	$100,000	$100,000	0.00%

Program Summary

Early Identification and Intervention (EII) is a primary strategy outlined in the 2015-2020 Strategic Plan. As part of this work, First 5 LA will implement the Help Me Grow model in partnership with the Los Angeles County Department of Public Health as well as partnering with other agencies such as LA Care to identify more streamlined and cost effective ways to integrate early screening into various practice settings (such as pediatrician offices and other primary care settings).

The goals of this investment are to:
1) Assess early implementation of EII work within LA County
2) Inform expansion of pilots projects throughout LA County
3) Inform future measurement work for specific Children and Family results approved by the Commission
4) Inform future effort to understand the contribution we are making towards results in early screening and identification.

Spending Plan and Funding Methodology

The following funds are needed to support the evaluation of initial early identification program efforts, the build out of Help Me Grow and to inform Impact Framework Phase II work.

Evaluation Plan (50 hrs x $150/hr) = $7500
Tool/Protocol Development (50 hrs x $150/hr) =$7500
Data Collection (450 hrs x $150/hr) = $67500
Data Analysis (50 hrs x $150/hr) = $7500
Project oversight (56 hrs x $150/hr) = $8400
Software ($2600)

Hour estimates are based on previous experience conducting MLE evaluation projects.

These resources will supplement resources being contributed by other funders and stakeholders such LA County Department of Public Health and LA Care.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Quality Rating and Improvement System Evaluation	$560,000	$1,018,000	81.78%

Program Summary

This evaluation is being conducted as part of the Test Phase of Quality Start LA's new countywide QRIS model (designed by the LA QRIS Architects). The purpose of this evaluation is (a) to ensure that components of the model are feasible, appropriate and acceptable and (b) to determine whether components are being implemented as designed. Real-time, actionable information is being generated to inform modifications to the model and/or implementation. In addition, this evaluation will provide data and information for State reporting requirements from First 5 California and the California Department of Education (CDE).

Spending Plan and Funding Methodology

The vast majority of funds are being spent on a 3rd party evaluation through a contract with the RAND Corporation. Through this deliverables-based contract members of the RAND Developmental Evaluation Team are expected to expend nearly 5,000 hours in labor and just over $50,000 in direct costs for expenses such as publications, interview and focus group incentives, and mileage. The evaluation is contracted through First 5 LA but is implemented through guidance provided in collaboration with the Quality Start Los Angeles partner agencies. A portion of the funds will be expended on the development of a codebook and a data quality assessment for the ECE Workforce Registry, the data system used to assess the qualifications of ECE provider staff as a component of the QSLA quality rating.

The costs were based on a negotiated and approved budget, contract, and scope of work with RAND for the period of time covering FY 19-20. The cost basis for developmental evaluation activities were derived from previous experience implementing developmental evaluation for the Best Start initiative.

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

The increase in funding level for this program from the prior year is primarily because the work began in November 2018 so the amount in the FY18-19 budget at mid-year represents only a period of 8-months including a significant planning period, whereas the amount for 19-20 represents a full-year and includes costs associated with data collection and dissemination. This evaluation will inform the expansion of QRIS in L.A. County. This one-time evaluation does not require a sustainability strategy. The board approved this project for a period of 20 months in November 2018. We currently have a 20-month contract with the RAND Corporation through June 2020. We do not anticipate requests for additional funding beyond FY 19-20.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Welcome Baby Impact Study	$1,520,000	$1,420,000	-6.57%

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 as part of an evaluation framework for the Welcome Baby program. In addition, the Welcome Baby Impact study is a major source of information to answer questions outline in the broad Welcome Baby Learning Agenda. Finally, the Welcome Baby Impact Study Findings will inform further development of the LA County Universal Home Visiting system in partnership with several County Departments.

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 19-20: 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: $68,000
- 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/Welcome Baby Learning Agenda Support: $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

Initiative	Investment Category
Program Evaluation	Research & Evaluation

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 to FY 18-19, with only an increase in hours.

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

ATTACHMENT F:

ADMINISTRATION DIVISION – DETAIL BY PROGRAM AND OPERATING COSTS

ADMINISTRATION DIVISION SUMMARY FY 2019-20

		FY 2018-19	FY 2019-20							
		Revised Budget	Administration	Contract Admin. & Purchasing	Facilities Management	Finance	Human Resources	Information Technology	Approved Budget	Variance from FY 2018-19
Personnel Services										
Salaries										
	Total Salaries	3,073,470	448,342	819,521	-	748,658	721,980	466,765	3,205,266	131,796
	Total Employee Benefits	886,389	114,421	266,308	-	248,076	139,638	117,863	886,306	(83)
	Total Personnel Services	**3,959,859**	**562,763**	**1,085,829**	**-**	**996,734**	**861,618**	**584,628**	**4,091,572**	**131,713**
Operating Services										
6205	ADP-Payroll	38,000	-	-	-	38,000	-	-	38,000	-
6210	Worker's Compensation Insurance	65,000	-	-	-	65,000	-	-	65,000	-
6215	Utilities	165,000	-	-	138,000	-	-	-	138,000	(27,000)
6220	Corporate Insurance	75,000	-	-	-	75,000	-	-	75,000	-
6225	Mileage, Parking and Other Transporation	3,150	750	500	-	400	300	500	2,450	(700)
6230	Telephone	67,000	-	-	-	-	-	55,800	55,800	(11,200)
6235	Cell Phone & Mobile Devices	17,100	600	-	-	1,200	600	2,500	4,900	(12,200)
6240	Outside Printing & Publishing	3,000	-	-	-	3,000	-	-	3,000	-
6245	Other Supplies	20,000	-	-	20,000	-	-	-	20,000	-
6250	Postage & Delivery	13,200	-	-	13,200	-	-	-	13,200	-
6255	Educational Supplies	1,500	-	1,000	-	-	-	-	1,000	(500)
6260	Office Supplies	54,500	2,500	3,500	30,000	2,000	4,500	8,000	50,500	(4,000)
6265	Subscriptions & Publications	2,350	1,000	1,000	-	-	850	-	2,850	500
6270	Capital Outlay	191,000	-	-	-	-	-	134,500	134,500	(56,500)
6275	Equipment-Rents & Leases	119,000	-	-	-	-	-	55,000	55,000	(64,000)
6280	Building Repair & Maintenance	192,000	-	-	182,000	-	-	-	182,000	(10,000)
6285	Equipment Repairs & Maintenance	22,000	-	-	10,000	-	-	1,000	11,000	(11,000)
6290	Offsite Storage	15,500	-	-	11,500	-	-	-	11,500	(4,000)
6295	Hardware & Software Maintenance	240,800	20,000	-	-	-	-	429,480	449,480	208,680
6300	Miscellaneous/Contingency	25,000	-	-	20,000	-	-	-	20,000	(5,000)
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-	-
6310	Internal Meetings	28,600	1,500	6,000	-	600	11,500	500	20,100	(8,500)
	Total Operating Services	**1,358,700**	**26,350**	**12,000**	**424,700**	**185,200**	**17,750**	**687,280**	**1,353,280**	**(5,420)**
Consultant Services										
6410	Consultant Fees	737,800	100,000	50,000	-	90,000	183,500	309,800	733,300	(4,500)
6420	Other Professional Fees	315,000	-	-	342,000	-	-	-	342,000	27,000
6430	External Reviewers	2,500	-	1,000	-	-	-	-	1,000	(1,500)
	Total Consultant Services	**1,055,300**	**100,000**	**51,000**	**342,000**	**90,000**	**183,500**	**309,800**	**1,076,300**	**21,000**
Professional Services										
6510	Audit	80,000	-	-	-	80,000	-	-	80,000	-
6520	Legal Fees	-	-	-	-	-	-	-	-	-
6540	Professional Dues	23,130	1,200	3,000	15,000	1,000	2,300	1,150	23,650	520
6550	Staff Recruitment	25,000	-	-	-	-	20,000	-	20,000	(5,000)
6560	Commissioners Stipends	-	-	-	-	-	-	-	-	-
6570	Web-Based Services	75,000	-	-	-	-	50,000	-	50,000	(25,000)
6580	Bank & Other Service Charges	32,000	-	-	-	32,000	-	-	32,000	-
	Total Professional Services	**235,130**	**1,200**	**3,000**	**15,000**	**113,000**	**72,300**	**1,150**	**205,650**	**(29,480)**
Travel Expenses										
6610	Airfare	13,100	2,500	5,000	-	2,500	2,000	1,200	13,200	100
6620	Lodging	21,700	3,000	9,000	-	3,500	2,000	2,400	19,900	(1,800)
6640	Per Diem	11,300	1,500	3,000	-	2,000	1,500	1,000	9,000	(2,300)
6650	Other Travel Expense	2,750	500	1,500	-	750	500	-	3,250	500
	Total Travel Expenses	**48,850**	**7,500**	**18,500**	**-**	**8,750**	**6,000**	**4,600**	**45,350**	**(3,500)**
Professional Development										
6810	Training Materials & Supplies	9,000	-	-	-	-	6,000	-	6,000	(3,000)
6820	Internal Training	60,000	-	-	-	-	60,000	-	60,000	-
6830	Leadership Programs	106,000	-	3,000	-	-	60,000	-	63,000	(43,000)
6840	Conference Registrations	34,200	5,000	8,000	-	5,000	6,250	16,500	40,750	6,550
6850	External Education/Training	75,000	-	5,000	-	-	20,000	-	25,000	(50,000)
	Total Professional Development	**284,200**	**5,000**	**16,000**	**-**	**5,000**	**152,250**	**16,500**	**194,750**	**(89,450)**
	Total OPERATING EXPENSES	**6,942,039**	**702,813**	**1,186,329**	**781,700**	**1,398,684**	**1,293,418**	**1,603,958**	**6,966,902**	**24,863**

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 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	465,240	446,240	394,106	448,342	2,102
	Total Employee Benefits	109,696	109,696	104,590	114,421	4,725
	Total Personnel Services	**574,936**	**555,936**	**498,696**	**562,763**	**6,827**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	750	750	-	750	-
6230	Telephone	-	-			-
6235	Cell Phone & Mobile Devices	600	600	550	600	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	2,500	2,500	1,466	2,500	-
6265	Subscriptions & Publications	-	-	-	1,000	1,000
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	4,000	4,000	-		(4,000)
6295	Hardware & Software Maintenanc	26,000	26,000	541	20,000	(6,000)
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	7,000	7,000	434	1,500	(5,500)
	Total Operating Services	**40,850**	**40,850**	**2,992**	**26,350**	**(14,500)**
Consultant Services						
6410	Consultant Fees	100,000	100,000	58,444	100,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-		-	-
	Total Consultant Services	**100,000**	**100,000**	**58,444**	**100,000**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,200	1,200	278	1,200	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,200**	**1,200**	**278**	**1,200**	**-**
Travel Expenses						
6610	Airfare	2,500	2,500		2,500	-
6620	Lodging	3,000	3,000		3,000	-
6640	Per Diem	1,500	1,500		1,500	-
6650	Other Travel Expense	500	500	-	500	-
	Total Travel Expenses	**7,500**	**7,500**	**-**	**7,500**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	5,000	5,000	2,186	5,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**5,000**	**5,000**	**2,186**	**5,000**	**-**
	Total OPERATING EXPENSES	**729,486**	**710,486**	**562,595**	**702,813**	**(7,673)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Administration Division Support	$729,486.00	$702,813.00	-3.66%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$465,240.00	$448,342.00	-3.63%

Description

Social Security Tax	$109,696.00	$114,421.00	4.30%

Description

Mileage, Parking and Other Transportation	$750.00	$750.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting First 5 LA's business.

Cell Phone & Mobile Devices	$600.00	$600.00	0.00%

Description

Provides for up to $50 per month for personnel working in the field to cover expenses related to data and message.

Office Supplies	$2,500.00	$2,500.00	0.00%

Description

Provides for general supplies for division staff and also scanner cleaning supplies, tape, and rubber bands.

Subscriptions & Publications	$0.00	$1,000.00	100.00%

Description

These funds will cover subscriptions needed for the department including Grammarly.

Hardware & Software Maintenance	$26,000.00	$20,000.00	-23.07%

Description

Provides funding for the following:
1) Records Retention Software maintenance renewal - $9,250.00
2) Mass notification software and annual maintenance fee - $10,750.00

Internal Meetings	$7,000.00	$1,500.00	-78.57%

Description

These funds will cover light snacks for department and/or division sponsored trainings for staff as well as retreat sites and food, and other meetings as needed.

Consultant Fees	$100,000.00	$100,000.00	0.00%

Description

These funds are allocated for consulting services to implement the Enterprise Risk Management (ERM) framework. In addition, funds have been included for other department/division needs.

Professional Dues	$1,200.00	$1,200.00	0.00%

Description

These funds are allocated for professional dues for administrative, operational excellence and records retention related associations for department and/or division staff (e.g. Certified Records Manager, ARMA, Association for Information and Image Management "AIM", etc.

Airfare	$2,500.00	$2,500.00	0.00%

Description

Provides for airfare to attend professional conferences outside of the Los Angeles area.

Lodging	$3,000.00	$3,000.00	0.00%

Description

Provides for lodging at multi-day professional conference outside of the Los Angeles area.

Per Diem	$1,500.00	$1,500.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	$500.00	$500.00	0.00%

Description

Provides funds for other travel expenses not covered in other travel categories including transportation to and from airport.

Conference/Training Registrations	$5,000.00	$5,000.00	0.00%

Description

These funds will cover conference/training for staff for professional development (e.g. Association of Record Managers and Administrators "ARMA", Managing Electronic Records "MER", Project Management Institute: Managing Multiple Projects, APQC Process & Performance Management Conference, etc.)

Contract Administration & Purchasing

CONTRACT ADMINISTRATION & PURCHASING

Authorized Positions

Director	1
Contract Compliance Manager	1
Contract Operations & Purchasing Manager	1
Contract Operations & Compliance Officer	2
Contract Compliance Officer	4
Administrative Assistant	1*
Total	**10**

**The Contract Administration & Purchasing (CAP) Department shares a Program Assistant (.5FTE) with the Finance Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the CAP Department budget.*

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 independent 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

- Supporting the organization's purchasing needs.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	798,459	698,459	591,908	819,521	121,062
	Total Employee Benefits	261,537	261,537	198,638	266,308	4,771
	Total Personnel Services	**1,059,996**	**959,996**	**790,546**	**1,085,829**	**125,833**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	1,000	1,000	10	500	(500)
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	-	-	-		-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	1,500	1,500	-	1,000	(500)
6260	Office Supplies	3,500	3,500	2,019	3,500	-
6265	Subscriptions & Publications	1,500	1,500	560	1,000	(500)
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	4,000	4,000	1,216	6,000	2,000
	Total Operating Services	**11,500**	**11,500**	**3,805**	**12,000**	**500**
Consultant Services						
6410	Consultant Fees	52,000	45,000	4,125	50,000	5,000
6420	Other Professional Fees	-	-	-		-
6430	External Reviewers	2,500	2,500	-	1,000	(1,500)
	Total Consultant Services	**54,500**	**47,500**	**4,125**	**51,000**	**3,500**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	3,000	3,000	1,976	3,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**3,000**	**3,000**	**1,976**	**3,000**	**-**
Travel Expenses						
6610	Airfare	4,000	5,000	2,636	5,000	-
6620	Lodging	9,000	10,000	1,384	9,000	(1,000)
6640	Per Diem	4,000	5,000	472	3,000	(2,000)
6650	Other Travel Expense	1,000	1,000	48	1,500	500
	Total Travel Expenses	**18,000**	**21,000**	**4,540**	**18,500**	**(2,500)**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	2,000	6,000	-	3,000	(3,000)
6840	Conference Registrations	12,000	12,000	5,380	8,000	(4,000)
6850	External Education/Training	7,500	7,500	-	5,000	(2,500)
	Total Professional Development	**21,500**	**25,500**	**5,380**	**16,000**	**(9,500)**
	Total OPERATING EXPENSES	**1,168,496**	**1,068,496**	**810,372**	**1,186,329**	**117,833**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Contract Administration & Purchasing	$1,168,496.00	$1,186,329.00	1.53%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$798,459.00	$819,521.00	2.63%

Description

Social Security Tax	$261,537.00	$266,308.00	1.82%

Description

Mileage, Parking and Other Transportation	$1,000.00	$500.00	-50.00%

Description

Funds will cover transportation/mileage for staff travel to local meetings and trainings in LA County. This may include local travel to Association meetings or seminars.

Educational Supplies	$1,500.00	$1,000.00	-33.33%

Description

The funds are allocated for course materials for staff professional development and related courses. Approximately $166 is budgeted for six staff to provide for course materials.

Office Supplies	$3,500.00	$3,500.00	0.00%

Description

Funds will cover general office supplies for the department. Approximately $200 is allocated per staff for 9 staff members in the department for supplies and the remaining amount will go towards file folders and other supplies needed for the department.

Subscriptions & Publications	$1,500.00	$1,000.00	-33.33%

Description

Funds will cover subscriptions needed for the department including Grammarly. Approximately $111 is budgeted for each staff to have a subscription to Grammarly.

Internal Meetings	$4,000.00	$6,000.00	50.00%

Description

These funds are expected tol cover the following:
$300 for light snacks for 8 department sponsored trainings for staff
retreat sites and food, and other meetings as needed.
$4,000 for two team building retreats for staff
The remainder will go towards miscellaneous staff related expenses including a Renewals Lessons Learned luncheon and quarterly Managers Lunches.

Consultant Fees	$45,000.00	$50,000.00	11.11%

Description

These funds are allocated for the following:

Procurement Consultant: $30,000
Other Legal/CM trainings: $9,300
Dept. Retreat and follow-up: $10,000

External Reviewers	$2,500.00	$1,000.00	-60.00%

Description

These funds will cover external reviewers needed by the organization for review of the consultant pool and other solicitations.

Professional Dues	$3,000.00	$3,000.00	0.00%

Description

These funds are allocated for professional dues for procurement and contracts related associations for department staff (e.g. NIGP, CAPPO, and NCMA)

Airfare	$5,000.00	$5,000.00	0.00%

Description

Budgeted $450 per staff for eleven conferences.

Lodging	$10,000.00	$9,000.00	-10.00%

Description

Budgeted $818 per staff for eleven conferences.

Per Diem	$5,000.00	$3,000.00	-40.00%

Description

Budgeted $272 per staff for eleven conferences.

Other Travel Expenses	$1,000.00	$1,500.00	50.00%

Description

Budgeted $100 per staff per conference for travel when attending conferences outside of LA County.

Leadership Programs	$6,000.00	$3,000.00	-50.00%

Description

Budgeted for staff participation in leadership programs like NCMA or SCG.

Conference/Training Registrations	$12,000.00	$8,000.00	-33.33%

Description

Budgeted for approximately 10 conferences/trainings for department staff (e.g. NCMA, CAPPO, NIGP, Peak Grantmaking)
These funds will cover conferences/trainings for staff for professional development (e.g. NCMA, CAPPO, NIGP). Examples of conference registration includes:

3 NIGP conferences at $1,000 each
2 Peak Grantmaking conferences at $825 each
2 NCMA conferences at $975 each
3 CAPPO conferences at $395 each
1 NIGP course conference at $900

External Education/Training	$7,500.00	$5,000.00	-33.33%

Description

This will cover professional development training for staff in the department (e.g. contract management extension courses, NIGP courses). This includes approximately six courses that are budgeted at $765 each and a $150 candidacy fee for certification.

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 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	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	153,702	138,000	(27,000)
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	9,381	20,000	-
6250	Postage & Delivery	13,200	13,200	13,200	13,200	-
6255	Educational Supplies	-	-	594		-
6260	Office Supplies	30,000	30,000	30,000	30,000	-
6265	Subscriptions & Publications	-	-	-		-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	64,000	64,000	2,405	-	(64,000)
6280	Building Repair & Maintenance	192,000	192,000	192,000	182,000	(10,000)
6285	Equipment Repairs & Maintenance	20,000	20,000	6,000	10,000	(10,000)
6290	Offsite Storage	11,500	11,500	11,500	11,500	-
6295	Hardware & Software Maintenance	-	-	-		-
6300	Miscellaneous/Contingency	25,000	25,000	-	20,000	(5,000)
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	-	-	-		-
	Total Operating Services	**540,700**	**540,700**	**418,783**	**424,700**	**(116,000)**
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	315,000	315,000	315,000	342,000	27,000
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**315,000**	**315,000**	**315,000**	**342,000**	**27,000**
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	**870,700**	**870,700**	**748,783**	**781,700**	**(89,000)**

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Facilities Management	$870,700.00	$781,700.00	-10.22%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Utilities	$165,000.00	$138,000.00	-16.36%

Description

Provides funding for building utilities including water and electricity.

Other Supplies	$20,000.00	$20,000.00	0.00%

Description

Provides funding for supplies for facilities use in day-to-day operations including ergonomic equipment and/or furniture for staff.

Postage & Delivery	$13,200.00	$13,200.00	0.00%

Description

Provides funding for USPS mailings, courier services and FedEx delivery services.

Office Supplies	$30,000.00	$30,000.00	0.00%

Description

Funding for general office supplies for the Facilities Department as well as white and color paper for the entire organization. This budget also includes funds for general supplies for the break room including coffee, condiments, forks, spoons, paper plates, and Zee Medical supplies.

Building Repair & Maintenance	$192,000.00	$182,000.00	-5.20%

Description

Funding for general repairs and maintenance of the building including janitorial services, air conditioning, plumbing, painting, carpet cleaning, electric systems maintenance, and building security systems. This budget also include funds for HVAC filters, bathroom faucet heads, janitorial (toilet paper, toilet seat covers, cleaning solutions, air fresheners, hand soap, paper towels, disinfectant, drain enzymes), lamp fixtures, electrical ballasts, and paint supplies.

Equipment Repairs & Maintenance	$20,000.00	$10,000.00	-50.00%

Description

Funding for general maintenance of office equipment, including unanticipated repairs including:
1) Access card upgrades
2) File cabinets
3) Cubicle changes
4) Office mini blinds

Offsite Storage	$11,500.00	$11,500.00	0.00%

Description

Provides funding for offsite long-term storage for office files and furniture.

Miscellaneous/Contingency	$25,000.00	$20,000.00	-20.00%

Description
Funding for unforeseen facility related expenses.

Other Professional Fees	$315,000.00	$342,000.00	8.57%

Description
Provides funds for contracted services of the building management company and other services as needed including building security: 1) $246,000 - Salaries/Wages of Morlin staff assigned to First 5 LA. 2) $36,000 - Morlin's management fee 3) $60,000 - Building security for 12 months

Professional Dues	$15,000.00	$15,000.00	0.00%

Description
Funding for the payment of CC&R's for yearly assessment of common area expenses shared by the Union Station tenants and for the payment of the Los Angeles city Lighting Bureau.

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 shares a Program Assistant (.5FTE) with the Contract Administration & Purchasing (CAP) Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the CAP Department budget.*

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.

DRAFT

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	746,777	746,777	604,177	748,658	1,881
	Total Employee Benefits	244,546	244,546	209,803	248,076	3,530
	Total Personnel Services	**991,323**	**991,323**	**813,980**	**996,734**	**5,411**
Operating Services						
6205	ADP-Payroll	38,000	38,000	30,793	38,000	-
6210	Worker's Compensation Insurance	85,000	65,000	65,000	65,000	-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	75,000	75,000	61,354	75,000	-
6225	Mileage, Parking and Other Transpora	400	400	32	400	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	1,200	1,200	550	1,200	-
6240	Outside Printing & Publishing	3,000	3,000	3,000	3,000	-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	2,000	2,000	539	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	-	600	-
	Total Operating Services	**205,200**	**185,200**	**161,268**	**185,200**	**-**
Consultant Services						
6410	Consultant Fees	90,000	90,000	21,305	90,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**90,000**	**90,000**	**21,305**	**90,000**	**-**
Professional Services						
6510	Audit	80,000	80,000	80,000	80,000	-
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	32,000	32,000	32,000	-
	Total Professional Services	**93,000**	**113,000**	**113,000**	**113,000**	**-**
Travel Expenses						
6610	Airfare	2,500	2,500	1,483	2,500	-
6620	Lodging	3,500	3,500	-	3,500	-
6640	Per Diem	2,000	2,000	1,568	2,000	-
6650	Other Travel Expense	750	750	393	750	-
	Total Travel Expenses	**8,750**	**8,750**	**3,444**	**8,750**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	5,000	5,000	-	5,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**5,000**	**5,000**	**-**	**5,000**	**-**
	Total OPERATING EXPENSES	**1,393,273**	**1,393,273**	**1,112,997**	**1,398,684**	**5,411**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Finance	$1,393,273.00	$1,398,684.00	0.39%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$746,777.00	$748,658.00	0.25%

Description

Social Security Tax	$244,546.00	$248,076.00	1.44%

Description

ADP-Payroll	$38,000.00	$38,000.00	0.00%

Description

Provides for all related payroll activities including bi-weekly payroll processing, quarterly earnings reporting and annual W-2 preparing and filing.

Workers' Compensation Insurance	$65,000.00	$65,000.00	0.00%

Description

Provides for annual workers' compensation insurance premium.

Corporate Insurance	$75,000.00	$75,000.00	0.00%

Description

Provides for insurance coverage including general and auto liability, property and fiduciary.

Mileage, Parking and Other Transportation	$400.00	$400.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phone & Mobile Devices	$1,200.00	$1,200.00	0.00%

Description

Provides for reimbursement of cell phone charges including data plan for two eligible staff, not to exceed $50 per month.

Outside Printing & Publishing	$3,000.00	$3,000.00	0.00%

Description

Provides for professional printer services of budget books and accounts payable checks.

Office Supplies	$2,000.00	$2,000.00	0.00%

Description

Provides for general office supplies for department staff.

Internal Meetings	$600.00	$600.00	0.00%

Description

Provides for expenses including catering and supplies related to meetings attended by Commissioners, legal counsel, staff and guests.

Consultant Fees	$90,000.00	$90,000.00	0.00%

Description

Provides funds for anticipated needs for technical assistance and implementation of Advance Budget Module. In addition, these funds will be used for anticipated needs for consultant support to assist the Finance Department to enhance and/or improve its processes.

Audit	$80,000.00	$80,000.00	0.00%

Description

Provides for the annual independent audit fees.

Professional Dues	$1,000.00	$1,000.00	0.00%

Description

Provides for annual membership dues to the Government Finance Officers Association (GFOA) and other professional organization.

Bank & Other Service Charges	$32,000.00	$32,000.00	0.00%

Description

Provides for Los Angeles County fees for Investment Portfolio Administration and other County related accounting services. Also provides for annual banking charges for the Commission's credit cards.

Airfare	$2,500.00	$2,500.00	0.00%

Description

Provides for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	$3,500.00	$3,500.00	0.00%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	$2,000.00	$2,000.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	$750.00	$750.00	0.00%

Description
Provides for miscellaneous expenses when staff is travelling outside of LA County on First 5 LA's business. Expenses may include taxi, Uber, Lyft and other travel expenses that doesn't fit into other travel categories.

Conference/Training Registrations	$0.00	$5,000.00	100.00%

Description
Provides for registration expenses for professional conferences including the Government Finance Officers Association (GFOA) annual conference and other professional conferences that the staff may attend.

Human Resources & Talent Management

HUMAN RESOURCES & TALENT MANAGEMENT

Authorized Positions

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. Our goal is to invest in human capital and development to ensure that First 5 LA is poised to effectively advance the strategies and outcomes of our Strategic Plan. In addition, we strive for continuous improvement, so that First 5 LA continues to function as 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 on Key HR Metrics
- Benefit Management (including COBRA Administration)
- Compensation Management
- Legal Compliance (with local, state and federal labor regulations)
- Coordination of SDI Claims
- Development and Maintenance of Job Descriptions
- Development, Implementation and Administration of employee policies and 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, Unemployment Insurance Claims, etc.
- Performance Management
- Recordkeeping, including Management of HRIS Electronic Records
- Recruitment, Hiring and Onboarding of new employees
- Separations of employment, including conducting exit interviews
- Talent Management (includes the creation, delivery and tracking of Professional Development Training Classes (under the banner of First 5 LA University) and Leadership Development Classes
- Workers' Compensation Management

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	739,537	739,537	679,049	721,980	(17,557)
	Total Employee Benefits	148,959	148,959	134,187	139,638	(9,321)
	Total Personnel Services	**888,496**	**888,496**	**813,236**	**861,618**	**(26,878)**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	300	300	-	300	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	600	600	300	600	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	4,500	4,500	1,356	4,500	-
6265	Subscriptions & Publications	850	850	-	850	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	16,000	16,000	16,000	11,500	(4,500)
	Total Operating Services	**22,250**	**22,250**	**17,656**	**17,750**	**(4,500)**
Consultant Services						
6410	Consultant Fees	189,500	189,500	2,100	183,500	(6,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**189,500**	**189,500**	**2,100**	**183,500**	**(6,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,400	2,400	2,400	2,300	(100)
6550	Staff Recruitment	25,000	25,000	4,356	20,000	(5,000)
6560	Commissioners Stipends		-	-		-
6570	Web-Based Services	75,000	75,000	13,985	50,000	(25,000)
6580	Bank & Other Service Charges	-	-	-		-
	Total Professional Services	**102,400**	**102,400**	**20,741**	**72,300**	**(30,100)**
Travel Expenses						
6610	Airfare	2,500	2,500	474	2,000	(500)
6620	Lodging	4,000	4,000	-	2,000	(2,000)
6640	Per Diem	2,000	2,000	-	1,500	(500)
6650	Other Travel Expense	500	500	500	500	-
	Total Travel Expenses	**9,000**	**9,000**	**974**	**6,000**	**(3,000)**
Professional Development						
6810	Training Materials & Supplies	9,000	9,000	-	6,000	(3,000)
6820	Internal Training	60,000	60,000	-	60,000	-
6830	Leadership Programs	100,000	100,000	4,700	60,000	(40,000)
6840	Conference Registrations	8,000	4,000	6,648	6,250	2,250
6850	External Education/Training	67,500	67,500	-	20,000	(47,500)
	Total Professional Development	**244,500**	**240,500**	**11,348**	**152,250**	**(88,250)**
	Total OPERATING EXPENSES	**1,456,146**	**1,452,146**	**866,055**	**1,293,418**	**(158,728)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Human Resources & Talent Management	$1,456,146.00	$1,293,418.00	-11.18%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$739,537.00	$721,980.00	-2.37%

Description

Social Security Tax	$148,959.00	$139,638.00	-6.25%

Description

Mileage, Parking and Other Transportation	$300.00	$300.00	0.00%

Description

Mileage and parking expenses for department staff to attend local conferences, meetings, hearing and other HR related business.

Cell Phone & Mobile Devices	$600.00	$600.00	0.00%

Description

Cell phone reimbursement for department director based on the allowable monthly reimbursement amount.

Office Supplies	$4,500.00	$4,500.00	0.00%

Description

Day-to-day office supplies for the department including toner cartridges and file folders. Also includes cost of binders and dividers for an updated Employee Handbook for all employees.

Subscriptions & Publications	$850.00	$850.00	0.00%

Description

HR related subscription services and publications including: California Chamber of Commerce legal posters and annual publications ($600); Soundview Executive Book Summaries ($150); Harvard Business Review ($100)

Internal Meetings	$16,000.00	$11,500.00	-28.12%

Description

Employee recognition and engagement ($11,500).

Consultant Fees	$189,500.00	$183,500.00	-3.16%

Description

Professional consultation services for the department including but not limited to: recruitment of executive/director talent, as needed ($74,500); merit planning ($8,000); legal costs for employee investigations and consultations ($25,000); ergonomic assessments ($10,000); job leveling and analysis ($1,000); Executive Coaching ($50,000); other services as needed ($15,000)

Professional Dues	$2,400.00	$2,300.00	-4.16%

Description

Annual membership dues to HR related professional organizations including: California Chamber of Commerce membership ($800); Society of Human Resources Management (SHRM) membership ($250); Association for Talent Development (TD) membership ($400); World At Work membership ($350); Professionals in Human Resources Association (PIHRA) memberships ($400)

Staff Recruitment	$25,000.00	$20,000.00	-20.00%

Description

Expenses related to the recruitment, sourcing, and advertising of open positions. Includes job postings, candidate background checks, and candidate travel related expenses, as needed.

Web-Based Services	$75,000.00	$50,000.00	-33.33%

Description

Costs associated with web-based services including: Human Resources Information System (HRIS) ($21,000); Performance Management ($3000); Affordable Care Act (ACA) IRS mandatory reporting ($3800); employee ID Cards ($250); Korn Ferry/Hay Job Evaluation Manager (JEMS) ($5,000); Web-based Compliance Training ($5,000); ADP Upgrades ($11,950)

Airfare	$2,500.00	$2,000.00	-20.00%

Description

Airfare to and from professional HR conferences outside of the greater Los Angeles Area for department staff.

Lodging	$4,000.00	$2,000.00	-50.00%

Description

Lodging for department staff at professional HR conferences outside of the greater Los Angeles Area

Per Diem	$2,000.00	$1,500.00	-25.00%

Description

Daily expenses incurred while department staff are attending professional HR related conferences outside of the greater Los Angeles area.

Other Travel Expenses	$500.00	$500.00	0.00%

Description

Miscellaneous expenses incurred while department staff are traveling to professional HR related conferences outside of Los Angeles County.

Training Materials and Supplies	$9,000.00	$6,000.00	-33.33%

Description

Materials, supplies, and catering related to internal training through the First 5 LA University. Also includes materials and supplies related to employee onboarding and new hire orientation.

Internal Training	$60,000.00	$60,000.00	0.00%

Description

Internal training for staff including the First 5 LA University.

Leadership Programs	$100,000.00	$60,000.00	-40.00%

Description

Leadership Programs for staff through Southern California Leadership Network (Riordan Leadership Institute, Leadership LA, Leadership Southern California, California Connections) and Southern California Grantmakers (Emerging Leaders Peer-to-Peer, Senior Peer-to-Peer), etc. In addition, provides funds for Executive Leadership Programs.

Conference/Training Registrations	$8,000.00	$6,250.00	-21.87%

Description

Registration fees for department staff to attend professional HR related conferences and local seminars such as: Professional in Human Resources Association (PIHRA) California HR (Long Beach) (2@ $750); California Chamber of Commerce Annual HR Updates (2@ $200); PIHRA Law Updates (2@$300); California Chamber of Commerce HR Boot Camp ($400); Association for Talent Development (ATD) ($1350); Work Human ($2000)

External Education/Training	$67,500.00	$20,000.00	-70.37%

Description

External training for employees.

Information Technology

INFORMATION TECHNOLOGY

Authorized Positions

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.

The IT Assessment and 5-year Strategic Plan was completed in December 2018 with initiatives identified. Consulting help may be acquired to help with governance process development. Depending on the priorities, new applications, systems and augmented staff resourcing may need to be added.

INFORMATION TECHNOLOGY

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	517,457	442,457	411,176	466,765	24,308
	Total Employee Benefits	121,651	121,651	129,979	117,863	(3,788)
	Total Personnel Services	**639,108**	**564,108**	**541,155**	**584,628**	**20,520**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	700	700	300	500	(200)
6230	Telephone	67,000	67,000	67,000	55,800	(11,200)
6235	Cell Phone & Mobile Devices	14,700	14,700	2,350	2,500	(12,200)
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	12,000	12,000	-	8,000	(4,000)
6265	Subscriptions & Publications	-	-	-		-
6270	Capital Outlay	126,000	191,000	180,000	134,500	(56,500)
6275	Equipment-Rents & Leases	55,000	55,000	35,000	55,000	-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	2,000	2,000	-	1,000	(1,000)
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	225,800	214,800	92,000	429,480	214,680
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	1,000	1,000	-	500	(500)
	Total Operating Services	**504,200**	**558,200**	**376,650**	**687,280**	**129,080**
Consultant Services						
6410	Consultant Fees	312,300	313,300	24,560	309,800	(3,500)
6420	Other Professional Fees	-	-	-		-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**312,300**	**313,300**	**24,560**	**309,800**	**(3,500)**
Professional Services						
6510	Audit	-	-	-		-
6520	Legal Fees	-	-	-		-
6540	Professional Dues	530	530	-	1,150	620
6550	Staff Recruitment	-	-	-		-
6560	Commissioners Stipends	-	-	-		-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**530**	**530**	**-**	**1,150**	**620**
Travel Expenses						
6610	Airfare	600	600	-	1,200	600
6620	Lodging	1,200	1,200	-	2,400	1,200
6640	Per Diem	800	800	-	1,000	200
6650	Other Travel Expense	-	-	-		-
	Total Travel Expenses	**2,600**	**2,600**	**-**	**4,600**	**2,000**
Professional Development						
6810	Training Materials & Supplies	-	-	-		-
6820	Internal Training	-	-	-		-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	8,200	8,200	4,520	16,500	8,300
6850	External Education/Training	-	-	-		-
	Total Professional Development	**8,200**	**8,200**	**4,520**	**16,500**	**8,300**
	Total OPERATING EXPENSES	**1,466,938**	**1,446,938**	**946,885**	**1,603,958**	**157,020**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Information Technology	$1,521,938.00	$1,603,958.00	5.39%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$517,457.00	$466,765.00	-9.79%

Description

Social Security Tax	$121,651.00	$117,863.00	-3.11%

Description

Mileage, Parking and Other Transportation	$700.00	$500.00	-28.57%

Description

Technical training and conference events for IT staff. Training and events will be limited to Southern California. Some of these events will require mileage and parking

Telephones	$67,000.00	$55,800.00	-16.71%

Description

AT&T Analog - $7,900
AT&T Fax - $5,200
AT&T Internet - $13,000
AT&T Long Distance - $15,000
Verizon - $13,200
Verizon- upgrade/new devices - $1,500

Cell Phone & Mobile Devices	$14,700.00	$2,500.00	-82.99%

Description

Stipend. Disbursement for employees who use their personal mobile devices at F5LA

Office Supplies	$12,000.00	$8,000.00	-33.33%

Description

General office supplies plus pc/laptop expendables such as mice, keyboards, stands, trays, anti-glare screens, etc. It includes the purchase of ergonomic workstation equipment as referred by HR. This also includes replacement of SSD drives, USB drives, toner, headsets, extension cords, UPS batteries as needed.

Capital Outlay	$191,000.00	$134,500.00	-29.58%

Description
Lenovo Laptops - $72,000 Dell All-In-One - $10,000 Computer parts - $5,000 Printers - $12,000 Servers - $20,000 Phones - $500 Cisco 3750G Core Switch replacement - $7,000 Audio/Visual - $3,000 MPR Audio systems - $5,000

Equipment - Rents & Leases	$55,000.00	$55,000.00	0.00%

Description
Xerox- color - $44,000 Minolta- b/w - $11,000

Equipment Repairs & Maintenance	$2,000.00	$1,000.00	-50.00%

Description
Maintenance and repair of older equipment that are not scheduled to be replaced in the upcoming fiscal year including copy machines and printers

Hardware & Software Maintenance	$214,800.00	$429,480.00	99.94%

Description

ABM - $2,500
BB Grantmaking - $82,000
Blackbaud Financials - $42,750
BoardBook - $3,300
ECM (Viatron) - $6,250
GIS - $5,500
GoToMeeting/OpenVoice - $8,000
IBM maintenance - $2,500
IBM support - backup dev/expansion - $2,500
Lynda.com - $360
MS System Center
MSDN - $800
Office365 - $9,000
Office365-Exchange Only - $1,830
Spiderlink - $9,540
SQL Server - $2,000
Survey Monkey - $400
SysAid (helpdesk) - $1,200
Tableau - $2,900
Veem support - $2,000
VMWare
Windows servers - $2,500
E-Signature solution - $15,000
BB Grantmaking - new licenses - $80,000
Window servers - 32 addtl CALs - $150
UPS maintenance - $5,000
Hosted VOIP - service - $36,000
Hosted VOIP - handsets - $23,000
Azure hosting - $6,000
Symantec A/V - $2,000
Cisco phone switch - $2,000
IBM 10G VMWare switch (2) - $18,000
Sharegate - $5,000
MS Project - $10,000
MS Visio - $6,000
ATT - Hosted Firewall - $4,000
WebInvoicing software - $17,000
Meraki Wireless Access Points (9) - $10,000
Online backup service - $2,500

Estimates proposed in this line item are based on the latest available information. Actual costs may vary. Additional resources may be required to proactively address the organizations cybersecurity. Unused funds in any of the above line items will be redirected for use in cybersecurity tools, training and other technology aids.

Internal Meetings	$1,000.00	$500.00	-50.00%

Description

IT expects to host some training and events and plans to provide refreshments and light meals as each event dictates

Consultant Fees	$313,300.00	$309,800.00	-1.11%

Description

IT Assessment projects - Analysis - $80,000
IT Assessment projects - Implemnt - $80,000
Strategic Partnerships - $100,000
Active Directory upgrade - $5,000
Cisco Core Switch upgrade - $2,000
MS System Center config - $1,000
Xcelleration - $10,800
nTeir - $7,000
Building Remodel assistance - $20,000
Team building consultant - $4,000

Professional Dues	$530.00	$1,150.00	116.98%

Description

MISAC membership - $450
TAG membership - $700

Airfare	$600.00	$1,200.00	100.00%

Description

The budget should accommodate IT staff members to attend conferences or training in California or out-of-state

Lodging	$1,200.00	$2,400.00	100.00%

Description

The budget should accommodate IT staff members to attend conferences or training in California or out-of-state.

Per Diem	$800.00	$1,000.00	25.00%

Description

General, on the road food and travel expenses

Conference/Training Registrations	$8,200.00	$16,500.00	101.21%

Description

Project Mgmt - $2,600
Local IT Conf - $600
ESRI-Amado - $800
TAGTech or BBCon-Amado - $1,000
MS Ignite - $1,500
MS System Center training-Tom - $4,000
New staff training - $6,000

ATTACHMENT G:

EXECUTIVE –
DETAIL BY PROGRAM AND OPERATING COSTS

GOVERNANCE AND EXECUTIVE SUMMARY FY 2019-20

		FY 2018-19	FY 2019-20			
		Revised Budget	Board of Commissioners	Executive	Approved Budget	Variance from FY 2018-19
Personnel Services						
Salaries						
	Total Salaries	973,795	-	929,871	929,871	(43,924)
	Total Employee Benefits	269,414	-	255,191	255,191	(14,223)
	Total Personnel Services	**1,243,209**	**-**	**1,185,062**	**1,185,062**	**(58,147)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	5,800	3,800	2,000	5,800	-
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	7,000	3,000	4,000	7,000	-
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	15,000	7,500	7,500	15,000	-
6315	Divisional Capacity Building	25,000	-	25,000	25,000	-
	Total Operating Services	**104,850**	**14,550**	**90,300**	**104,850**	**-**
Consultant Services						
6410	Consultant Fees	186,000	36,000	150,000	186,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**186,000**	**36,000**	**150,000**	**186,000**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	175,000	-	175,000	175,000	-
6540	Professional Dues	75,000	-	78,000	78,000	3,000
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	30,000	30,000	-	30,000	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**280,000**	**30,000**	**253,000**	**283,000**	**3,000**
Travel Expenses						
6610	Airfare	6,000	2,000	4,000	6,000	-
6620	Lodging	5,000	2,000	3,000	5,000	-
6640	Per Diem	3,500	1,500	2,000	3,500	-
6650	Other Travel Expense	500	-	500	500	-
	Total Travel Expenses	**15,000**	**5,500**	**9,500**	**15,000**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	6,000	3,000	3,000	6,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**6,000**	**3,000**	**3,000**	**6,000**	**-**
	Total OPERATING EXPENSES	**1,835,059**	**89,050**	**1,690,862**	**1,779,912**	**(55,147)**

Board of Commissioners

BOARD OF COMMISSIONERS

Authorized Positions

Commissioners	9
Sheila James Kuehl, Los Angeles County Supervisor, Chair Judy Abdo, Vice Chair Bobby D. Cagle Astrid Heppenstall Heger Yvette Martinez Jonathan E. Sherin, M.D., Ph.D. Romalis Taylor Keesha Woods Marlene Zepeda, Ph.D.	
Ex-Officio Commissioners	4
Barbara Ferrer Wendy Garen Karla Pleitéz Howell, J.D. Deanne Tilton Durfee	
Alternate Commissioners	7
Linda Aragon Diane Iglesias Victor Manalo, Ph.D. Sylvia S. Swilley, M.D. Christopher Thompson, M.D. Arturo Valdez Michelle Vega	
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 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	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	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	3,800	3,800	500	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	250	3,000	-
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenanc	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenanc	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	7,500	7,500	680	7,500	-
	Total Operating Services	**14,550**	**14,550**	**1,430**	**14,550**	**-**
Consultant Services						
6410	Consultant Fees	36,000	36,000	-	36,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**36,000**	**36,000**	**-**	**36,000**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	-	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	30,000	30,000	6,300	30,000	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**30,000**	**30,000**	**6,300**	**30,000**	**-**
Travel Expenses						
6610	Airfare	2,000	2,000	-	2,000	-
6620	Lodging	2,000	2,000	-	2,000	-
6640	Per Diem	1,500	1,500	-	1,500	-
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**5,500**	**5,500**	**-**	**5,500**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	3,000	3,000	-	3,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**3,000**	**3,000**	**-**	**3,000**	**-**
	Total OPERATING EXPENSES	**89,050**	**89,050**	**7,730**	**89,050**	**-**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Board of Commissioners	$89,050.00	$89,050.00	0.00%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Mileage, Parking and Other Transportation	$3,800.00	$3,800.00	0.00%

Description

Provides mileage reimbursement and payment of parking expenses to Commissioners when private vehicles are used in the course of conducting Commission business.

Other Supplies	$250.00	$250.00	0.00%

Description

Provides for general supplies other than administrative (e.g. plaques, awards, etc.)

Office Supplies	$3,000.00	$3,000.00	0.00%

Description

Provides for general office supplies used for administrative support to the Board of Commissioners.

Internal Meetings	$7,500.00	$7,500.00	0.00%

Description

Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

Consultant Fees	$36,000.00	$36,000.00	0.00%

Description

Provides for transcription services for Board of Commission meetings.

Commissioners Stipends	$30,000.00	$30,000.00	0.00%

Description

Provides stipends to Commissioners who participate in regularly scheduled meetings (via conference call or in-person), Commission, Closed Session, Executive Committee, Budget & Finance Committee, Program & Planning Committee, Ad Hoc Committee and special meetings.

Airfare	$2,000.00	$2,000.00	0.00%

Description

Provides airfare expenses to and from professional conferences and seminars outside of Los Angeles area.

Lodging	$2,000.00	$2,000.00	0.00%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	$1,500.00	$1,500.00	0.00%

Description
Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Conference/Training Registrations	$3,000.00	$3,000.00	0.00%

Description
Provides for registration expenses for professional conferences and/or seminars.

Executive

EXECUTIVE

Authorized Positions

Executive Director	1
Executive Vice President	1
Senior County Strategist	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.

*Project Manager will perform duties, as necessary, to support the Executive Department.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	993,795	973,795	865,924	929,871	(43,924)
	Total Employee Benefits	269,414	269,414	207,377	255,191	(14,223)
	Total Personnel Services	**1,263,209**	**1,243,209**	**1,073,300**	**1,185,062**	**(58,147)**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Transporatio	2,000	2,000	530	2,000	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	1,800	1,800	1,750	1,800	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	4,000	4,000	1,927	4,000	-
6265	Subscriptions & Publications	-	-	198		-
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	2,448	7,500	-
6315	Division Capacity Building	25,000	25,000	-	25,000	-
	Total Operating Services	**90,300**	**90,300**	**6,853**	**90,300**	**-**
Consultant Services						
6410	Consultant Fees	150,000	150,000	99,645	150,000	-
6420	Other Professional Fees	-	-	-		-
6430	External Reviewers	-	-	-		-
	Total Consultant Services	**150,000**	**150,000**	**99,645**	**150,000**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	175,000	175,000	81,645	175,000	-
6540	Professional Dues	75,000	75,000	-	78,000	3,000
6550	Staff Recruitment	-	-	-		-
6560	Commissioners Stipends	-	-	-		-
6570	Web-Based Services	-	-	-		-
6580	Bank & Other Service Charges	-	-	-		-
	Total Professional Services	**250,000**	**250,000**	**81,645**	**253,000**	**3,000**
Travel Expenses						
6610	Airfare	4,000	4,000	981	4,000	-
6620	Lodging	3,000	3,000	(458)	3,000	-
6640	Per Diem	2,000	2,000	666	2,000	-
6650	Other Travel Expense	500	500	(180)	500	-
	Total Travel Expenses	**9,500**	**9,500**	**1,009**	**9,500**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-		-
6820	Internal Training	-	-	-		-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	3,000	3,000	136	3,000	-
6850	External Education/Training	-	-	-		-
	Total Professional Development	**3,000**	**3,000**	**136**	**3,000**	**-**
	Total OPERATING EXPENSES	**1,766,009**	**1,746,009**	**1,262,588**	**1,690,862**	**(55,147)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Executive	$1,766,009.00	$1,690,862.00	-4.26%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$993,795.00	$929,871.00	-6.43%

Description

Social Security Tax	$269,414.00	$255,191.00	-5.27%

Description

Mileage, Parking and Other Transportation	$2,000.00	$2,000.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phone & Mobile Devices	$1,800.00	$1,800.00	0.00%

Description

Provides for up to $50 per month for personnel working in the field to cover expenses related to data and messaging.

Office Supplies	$4,000.00	$4,000.00	0.00%

Description

Provides general office supplies for department staff.

Miscellaneous/Contingency	$50,000.00	$50,000.00	0.00%

Description

Funding for unforeseen organizational expenses.

Internal Meetings	$7,500.00	$7,500.00	0.00%

Description

Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

Division Capacity Building	$25,000.00	$25,000.00	0.00%

Description

Provides funding for departmental capacity building for each division. Expenses may include facility fee, catering, and facilitator fee.

Consultant Fees	$150,000.00	$150,000.00	0.00%

Description

Funding for consultant fees as needed by the organization. $100k of the $150k is to hire a consultant to address Equity.

Legal Fees	$175,000.00	$175,000.00	0.00%

Description

Funding for contract with the organization's legal counsel and other legal fees that may arise.

Professional Dues	$75,000.00	$78,000.00	4.00%

Description

Funding for annual dues to First 5 California Association.
Kim is a member of a civic leadership group called the Civic Alliance. Dues are an expectation of members. All Civic Alliance contribution fees are managed by the California Community Foundation (CCF).

Airfare	$4,000.00	$4,000.00	0.00%

Description

Provides funding for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	$3,000.00	$3,000.00	0.00%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	$2,000.00	$2,000.00	0.00%

Description

Other Travel Expenses	$500.00	$500.00	0.00%

Description

Provides for miscellaneous expenses when staff is travelling outside of LA County on First 5 LA's business. Expenses may include taxi, Uber, Lyft and other travel expenses that doesn't fit into other travel categories.

Conference/Training Registrations	$3,000.00	$3,000.00	0.00%

Description

Provides for registration expenses for professional conferences.



ATTACHMENT H:

GASB 54 FUND BALANCE PRESENTATION

FIRST 5 LA
GASB 54 Presentation of Projected Fund Balance at June 30, 2019

Cash Fund Balance as of March 31, 2019 (unaudited)[1]	**$ 373,721,669**
Plus: Projected Revenue (April 1 - June 30, 2019)[2]	20,857,635
Less: Projected Program Expenditures (April 1 - June 30, 2019)[3]	46,512,836
Less: Projected Operating Expenses (April 1 - June 30, 2019)[4]	5,015,808
Projected Fund Balance as of June 30, 2019	**$ 343,050,660**

Committed Program Allocations (Multi-year Allocations)	Balance as of June 30, 2018[5]	Modifications during FY 2018-19	Projected FY 2018-19 Expenditures[6]	Projected Balance as of June 30, 2019	Committed	Assigned[12]	Unassigned	Nonspendable (Advance)[13]
At-Risk Fathers Investment	296,491		280,417	16,074		16,074		
Baby Friendly Hospitals[7]	23,207,687		157,138	23,050,549	23,050,549			
Black Infant Health	3,739,729		1,139,084	2,600,645	2,600,645			
Children's Dental Care	7,718,274		70,133	7,648,141		7,648,141		
Children's Vision Care	35,722		-	35,722		35,722		
Data Partnership with Funders	850,000	1,086,020	850,000	1,086,020	1,086,020			
Early Identification & Intervention - Autism & Other Developmental Delays	319,974	1,478,506	851,633	946,847	946,847			
ECE Outcome Area (LAUP)	22,233,712		12,136,335	10,097,377	10,097,377			
Healthy Food Access	239,849	1,935	237,266	4,518		4,518		
Little by Little/One Step Ahead	15,881,256		3,118,342	12,762,914	12,762,914			
Parent-Child Interaction Therapy	8,357,816		4,651,115	3,706,701		3,706,701		
Reducing Childhood Obesity	455,545		-	455,545		455,545		
Universal Assessment of Newborns	12,099,453	-	11,328,875	770,578	770,578			
Workforce Development - ECE Workforce Consortium	2,372,855		-	2,372,855				
Total Committed Program Allocations/Estimated Program Demands	**$ 97,808,363**	**$ 2,566,461**	**$ 34,820,337**	**$ 65,554,487**	**$ 51,314,930**	**$ 11,866,701**	**$ -**	**$ -**
FY 2018-19 Appropriations for Investments without a Multi-Year Allocation[9]								
2015-2020 Strategic Plan: Focusing for the Future					91,511,623			1,044,000
Legacy Investments					1,295,000			
Integration & Learning					5,091,000			
Capital Project Fund[10]					**6,959,676**			
FY 2018-19 Operating							**22,849,688**	
First 5 LA Fund Balance Reserve[11]							**35,559,922**	
					Committed	**Assigned**	**Unassigned**	**Nonspendable**
Total Fund Balance by Category					**$ 156,172,229**	**$ 127,424,821**	**$ 58,409,610**	**$ 1,044,000**
Total Projected Fund Balance as of June 30, 2019					**$ 343,050,660**			

Notes to GASB 54 Presentation of Projected Fund Balance at June 30, 2019:

1. Cash Fund Balance excludes fixed assets and liabilities and was obtained from the monthly financial statements as of March 31, 2019.

2. Projected revenue was calculated based on the average monthly revenue received through March 31, 2019, including tobacco tax, interest, and income received in rental payments.

3. Projected program expenditures for the last two months of the fiscal year were calculated based on annual projections using the best available data at the time, less program expenditures through March 31, 2019.

4. Projected operating expenditures for the last two months of the fiscal year were calculated based on the rate of operating expenditures through March 31, 2019.

5. The remaining balances for all allocations as of June 30, 2018 were obtained from the Comprehensive Annual Financial Report (CAFR) for FY 2017-18.

6. FY 2018-19 expenditures were estimated using the best information available at the time of this analysis.

7. The allocation for the Baby Friendly Hospitals initiative was previously known as Best Start LA. Baby Friendly Hospitals is the only remaining program drawing down from this balance.

8. Annual appropriations for all investments without a multi-year allocation will be reflected as Committed when the Commission approves the FY 2019-20 Budget in June 2019.

9. The establishment of the Capital Project Fund was approved on June 8, 2017 for $6,959,676. This Fund is financed by unspent FY 2015-16 Operating Budget funds in the amount of $3,660,359 (obtained from the Comprehensive Annual Financial Report – CAFR) and unspent FY 2016-17 Operating Budget funds in the amount of $3,299,317, to support capital improvements related to building infrastructure maintenance and workspace layout.

10. Per Board-approved policy, the Fund Balance Reserve is calculated annually as 25% of the total annual budget. The Reserve is a self-imposed restriction and requires Commission action to change. This amount is considered Unassigned for Fund Balance purposes.

11. The use of all Assigned funds is dedicated to support activities related to the 2015-2020 Strategic Plan. This also includes approximately $11.87 million related to initiatives that have ended or will end by June 30, 2019 with an estimated remaining allocation balance. Staff recommends that this amount be released from commitment through Commission action in June.

12. This figure reflects an estimated balance remaining as of June 30, 2019 on advances to the Communities Regional Networks 1-4.

Agenda Item: 06
Date: June 13, 2019

FIRST 5 LA

SUBJECT: Public Hearing: Annual Review to Receive and File First 5 California's Annual Report

BACKGROUND:
To ensure transparency and accountability across the state, Proposition 10 imposes certain annual procedural requirements on each county commission as a condition to the continuing receipt of Proposition 10 tobacco tax funds. Those procedural conditions include the requirement that the Board hold public hearings at least annually to review First 5 California's Annual Report, First 5 LA's Strategic Plan, and First 5 LA's annual audit. This public hearing is intended to comply with the first item of the annual requirements outlined in the Proposition 10 legislation.

DISCUSSION:
First 5 California's Annual Report

Pursuant to the requirements of Proposition 10, First 5 California has compiled its Annual Report for the 2017-18 year and distributed that report to county commissions for review in a public hearing. This report includes various First 5 LA program highlights presented to and approved by our Board of Commissioners in October 2018 by First 5 LA staff. First 5 California's Annual Report is available on First 5 California's website and is included with board materials today. Staff recommends that the Board receive and file this report.

Despite declining tobacco tax revenues, County Commissions across the state, in coordination with the First 5 Association, continue to advance their work in creating integrated early childhood systems, building effective community partnerships, and are pursuing deeper and more widespread impacts through policy and systems change. Although County Commissions are focused on local needs and opportunities, and First 5 California addresses issues at a statewide level, progress continues to be made during 2017-18 to align policy priorities and share learning.

RECOMMENDATION:
It is recommended that the Board conduct a public hearing and receive and file the First 5 California 2017-18 Annual Report.



2017–18 | FIRST 5 CALIFORNIA ANNUAL REPORT

Our Kids Our Future: Investing in the First Five Years of California's Children









FIRST 5 CALIFORNIA

APRIL 2019 VERSION

Our Mission

Convene, partner in, support, and help lead the movement to create and implement a comprehensive, integrated, and coordinated system for California's children prenatal through 5 and their families. Promote, support, and optimize early childhood development.

Our Kids Our Future: Investing in the First Five Years of California's Children

2017–18 | First 5 California Annual Report

FIRST 5 CALIFORNIA COMMISSION MEMBERS

George Halvorson, Chair
Appointed by the Governor

Lupe Jaime, Vice Chair
Appointed by the Governor

Joyce Iseri, Vice Chair (Member until December 2017)
Appointed by the Senate Rules Committee

Alejandra Campoverdi
Appointed by the Senate Rules Committee

Conway Collis (Member until December 2017)
Appointed by the Speaker of the Assembly

Muntu Davis
Appointed by the Governor

Monica Fitzgerald
Appointed by the Senate Rules Committee

Shana Hazan
Appointed by the Speaker of the Assembly

Molly Munger
Appointed by the Speaker of the Assembly

Ex-Officio Member:
Michael Wilkening
Secretary of the California Health and Human Services Agency

Jim Suennen, Ex-Officio Designee



Our Kids Our Future: Investing in the First Five Years of California's Children

MESSAGE FROM THE EXECUTIVE DIRECTOR

In 1998, California voters approved Proposition 10, leading to the formation of the California Children and Families Commission (First 5 California). Its intent was to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development, and to ensure that children are ready to enter school and reach their full potential.

Over the last 20 years, First 5 California has provided continuous support to young children and their families to ensure all of California's children receive the best possible start in life and thrive. At both the state and county levels, the First 5 Network (i.e., First 5 California and all 58 First 5 county commissions) continues to be a committed partner across the state in providing information, advocacy, resources, and services in health and early child development for our state's youngest children and their families.

The 2017–18 Annual Report summarizes the past year's accomplishments at both the state and local levels. Highlights include:

- The planning and development of First 5 California's 2018 Child Health, Education, and Care Summit last April. Over 700 early education and care professionals attended the three-day event.
- The essential, ongoing services provided at local levels across the state for children and families. First 5 county commissions provided nearly 185,000 services to improve family functioning for children ages 0 to 5.
- The successful continuation of First 5 California's *Talk. Read. Sing.*® public education and outreach campaign. This effort is designed to inform parents and the public about the importance of early brain development in young children in their earliest months and years through positive verbal engagement. It continues to reach millions of Californians through television, radio, social and digital media, the First 5 California Parent Website, and First 5 California's *Kit for New Parents*.
- The First 5 Express, a mobile outreach tour that traveled to all 58 counties reaching out and providing information to families and caregivers of children ages 0 to 5. More than 39,000 Express visitors walked away with helpful resources and other creative items developed for both children and their parents.
- The continued commitment by First 5 county commissions in developmental screenings and services, leading the state in these important health investments.

Since its inception, the charge of the First 5 Network has been to serve our state's youngest children, a pledge that has only strengthened over time. Looking ahead, First 5 California is poised and ready to work with the governor, the legislature, First 5 county commissions, and other state and local stakeholders with renewed optimism and a steadfast commitment to this important charge. California's children deserve nothing less.



CAMILLE MABEN
EXECUTIVE DIRECTOR, FIRST 5 CALIFORNIA

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Ensuring California's Children Receive the Best Possible Start in Life and Thrive

PROPOSITION 10 AND THE LEGACY OF FIRST 5 CALIFORNIA

In 1998, California voters passed Proposition 10—the California Children and Families Act (the Act)—and declared the importance of investing in a better future for California's youngest children. For nearly two decades, the California Children and Families Commission (First 5 California) has established standards of quality child care and invested in the development of programs and services emphasizing improvement in early education, child care, child health and development, research, and community awareness.

STRATEGIC PLAN

First 5 California's Strategic Plan serves as an important compass for the Commission's deliberations on how best to plan future work, investments, and partnerships. The Strategic Plan establishes a vision, mission, and values for the agency, along with strategic priority areas and goals for how First 5 California will act as a leader in its field. The vision of First 5 California is for all of the state's children to receive the best possible start in life and thrive. The agency seeks to realize this vision by working on behalf of California's children prenatal through age 5 and their families to create a comprehensive, integrated, culturally competent, and coordinated system that optimizes early childhood development. First 5 California's mission is to serve as a convener and partner that both supports and leads the movement to create and implement this system.

The agency's work is driven by its values, including, but not limited to, its commitment to collaboration, civic engagement, accountability, and sustainability.

The agency's efforts are focused within the Plan on four strategic priority areas: creating child- and family-centered systems; providing leadership across networks and from a systems-approach; developing organizational capacity through strong internal systems and team members; and engaging the general public, and state and federal government to build public will and investment around its vision and mission.

The current Strategic Plan was revised by the Commission in April 2017, and will guide and focus First 5 California's endeavors over five years from 2014 to 2019. For more information about the Strategic Plan, please go to **http://www.ccfc.ca.gov/pdf/about/budget_perf/F5CA_Strategic_Plan_2017.pdf**.

BUILDING PUBLIC WILL AND INVESTMENT

First 5 California's Children's State Policy Agenda guides the agency's efforts to advocate before the state Legislature for a comprehensive, integrated, culturally competent, and coordinated system to support California's youngest children. The Commission's 2017–18 Policy Agenda reflects First 5 California's commitment in its Strategic Plan to participate and lead in the area of civic engagement, and the recognition of the Commission's responsibility to the people of California to ensure the wise and effective use of public funds.

In its Strategic Plan, First 5 California commits to engage and lead in building public will and investment to support the optimal wellbeing and development of children prenatal through age 5, their families, and communities. The Strategic Plan also recognizes that in order to advocate and influence policy change, First 5 California must engage in partnerships with First 5 county commissions, stakeholders, and other allies from local to federal levels in order to be successful in institutionalizing efforts to advance child-centered policies and increase these crucial investments.

First 5 California seeks to serve as a convener and partner in state policy conversations, working with First 5 county commissions, state agencies, stakeholders, and other advocates to convene, align, collaborate on, support, and strengthen statewide advocacy efforts to realize shared goals. First 5 California continued to expand its policy and advocacy engagement in 2017, guided by its Policy Agenda which focused on the following four areas the Commission identified as its top state policy priorities, including targeted goals within each priority area to achieve a seamless statewide system of integrated and comprehensive programs for children and families:



Strong and Engaged Families and Communities

- Support evidence-based parent education and engagement, including parent engagement on child brain development and *Talk. Read. Sing.*®
- Support sustainability of family resource centers and other community hubs for integrated services for children and families
- Increase supports for breastfeeding, family leave, and baby-friendly policies in all settings
- Expand voluntary home visit programs

Child Health

- Protect children and families' access to health care, and support coordination across the health care system to ensure every pregnant mother and child age 0 to 5 has affordable and comprehensive health insurance coverage
- Support and promote universal developmental screenings, assessment, referral, and treatment

Early Learning

- Expand access to quality early care and education programs for children ages 0 to 3
- Support implementation of high-quality universal preschool access for all low-income four-year-old children, and high-quality transitional kindergarten and kindergarten state-wide
- Support a high-quality early learning workforce through strengthened qualifications, compensation, stability, diversity, and robust professional development systems
- Promote statewide access to and participation in successful Quality Rating and Improvement Systems

First 5 Revenue

- Promote inclusion of funding for children ages 0 to 5 and their families in existing and new revenue policy discussions

- Promote regulation of tobacco-related products, including electronic cigarettes, and sustainability of licensing and enforcement programs

ACCOUNTABILITY: FUNDING AND AUDIT RESULTS

Under the Act, the State Board of Equalization collects an excise tax levied on all tobacco products and deposits the revenue into the California Children and Families Trust Fund, allocating 20 percent to First 5 California and 80 percent to county commissions. In FY 2017–18, First 5 California received $70.2 million and county commissions received $280.8 million.

The amount of funding allocated annually to each county commission is based on the annual number of births in the county relative to the total number in the state. Each county must prepare an annual independent audit subject to guidelines prepared by the State Controller's Office. The counties invest their dollars in locally designed programs, as well as in First 5 California's statewide programs as match funding. First 5 county commissions use their funds to support local programs in four result areas:

- Improved Family Functioning
- Improved Child Development
- Improved Child Health
- Improved Systems of Care

First 5 California's Program Management Division and Administrative Services, Evaluation, Executive, Communications, External and Governmental Affairs, Fiscal Services, Contracts and Procurement, and Information Technology Offices provide staff support for the following functions, operations, and systems:

- Fiscal management of the California Children and Families Trust Fund
- Tax revenue disbursements to county commissions
- Audits and annual fiscal reports
- Local agreement and program disbursement management
- Public education and outreach
- Evaluation of First 5 California programs
- Procurement and contract management



- Workforce recruitment and development
- Information technology
- Business services
- Legislative advocacy efforts

The administration of these and other programs is consistent with all applicable State and Federal laws, rules, and regulations. The State Controller's Office conducts an annual review of the 58 county commissions' independent audits. In October 2017, the Controller published its review of the counties' audits for FY 2015–16, summarizing several findings contained in the local audits, but did not deem any of them significant enough to withhold funding. Audits can be viewed on First 5 California's website at **http://www.ccfc.ca.gov/about/budget.html#fiscal.**

FIRST 5 SUMMIT

As part of its commitment to convene, align, collaborate, and support statewide efforts and initiatives to improve outcomes for children, First 5 California had its most recent Summit in April 2018.

Approximately 700 early care and education professionals attended the 3-day event, which included a variety of breakout sessions, keynote addresses, and two evening receptions featuring

recipients of the *Talk. Read. Sing*® Award and the First 5 California Service Award.

The Summit highlighted a special strand focusing on the implementation of Quality Counts California, the Quality Rating and Improvement System, across all types of early childhood settings. The program also included a father track showcasing the importance and role of fathers in children's lives.

According to one Summit attendee, "This was one of the most informational summits I have ever attended. The quality of the presenters and keynote speakers were top-notch. I was so excited by the information, I didn't want to leave."

First 5 California will host the next Child Health, Education, and Care Summit in February 2020.

NEW LEGISLATION

First 5 California continued to garner awareness of the importance of First 5-funded programs and significant state-level support for its Children's Policy Agenda goals from policymakers, advocacy partners, and other stakeholders during the 2017–18 state legislative and budget session. By expanding the reach of First 5 California's policy education efforts, deepening its advocacy partnerships, and continuing its commitment to shared priorities with its partners and leaders in the Legislature, significant gains were made in each priority area.

2017 was an active year for policies impacting young children, and First 5 California sponsored legislation



for the first time in over a decade. First 5 California co-sponsored AB 60 (Santiago and Gonzalez-Fletcher) with Parent Voices and the Child Care Law Center, which was implemented and fully funded through the 2017-18 Budget Act. The policy provisions of AB 60 adopted in the Budget Act modernize how working parents become eligible for child care subsidies by updating eligibility criteria to 70 percent of the current state median income (SMI) for all child care programs, taking into account the increasing state minimum wage and cost of living in California, and creating a graduated exit threshold of 85 percent of the modern SMI. Prior to this year's Budget Act, the State Budget had frozen the eligibility threshold for state subsidized child care at 70 percent of the 2005 SMI. In addition, the policy also ensures families receive a minimum of 12 months of continuous care, even if they experience minor pay changes, so they will not be forced to decline a raise in order to retain care for their children. These historic changes to family eligibility will help put more families within reach of California's limited state-subsidized child care programs.

First 5 California also co-sponsored the New Parent Leave Act—SB 63 (Jackson)—with the California Employment Lawyers Association and Legal Aid at Work, which was signed into law on October 12, 2017. SB 63 provides up to 12 weeks of job-protected maternity and paternity leave for more California employees. Prior to the passage of SB 63, only those who worked for an employer of 50 or more employees were eligible for job-protected parental leave to bond with a newborn or newly adopted child. SB 63 extends these protections to those who work for an employer with 20–49 employees. Consistent with First 5 California's *Talk. Read. Sing.*® campaign, SB 63 is based on the social equity imperative that every parent needs and deserves the facts about early brain science and must understand their crucial role in nurturing their young children. Parents who talk, read, and sing to their children are developing their children's brain capacity and thus, their futures. SB 63 helps more parents take this pivotal action.

In addition to the historic legislative wins the early care and education (ECE) field experienced in 2017, the year also provided significant budget wins for the state's youngest children and their families, which were achieved through shared advocacy efforts between First 5 California and its early childhood education



and care partners and leaders in the Legislature. First 5 California and the ECE Coalition were successful in advocating to restore the "paused" multi-year budget agreement to increase reimbursement rates and preschool slots, resulting in almost a quarter of a billion dollars in increased funds for per-child funding rates for all child care programs.

First 5 California is committed to building on its 2017 advocacy achievements by continuing to strengthen its partnerships with stakeholders and its efforts to build policymakers' knowledge base, will, and investment in shared priorities. Capitalizing on the momentum and commitment to early childhood education and care in the Legislature, First 5 California staff and partners pledge to work with the Legislative Women's Caucus and the Assembly Speaker's Blue Ribbon Commission on a road map for building a stronger, more comprehensive, high-quality early learning system for all California's children, and on how to best invest scarce resources in this crucial foundation for lifelong success. In doing so, the agency will continue to build on this year's successes and continue working toward the underlying Strategic Plan goal to ensure all children prenatal through age 5 have the resources, foundation, and systems of support they need to thrive.

PARTNERSHIPS AND COLLABORATIVE EFFORTS

California Essentials for Childhood Initiative

First 5 California participated in the California Essentials for Childhood Initiative with other state agencies and organizations (e.g., ACEs Connection, CA Coalition to Counter Child Adversity). Under a competitive five-year grant from the Centers for Disease Control and Prevention, the California Department of Public Health co-leads the initiative with the California Department of Social Services, Office of Child Abuse Prevention. Using a collective impact model to address child maltreatment as a public health issue, the project focuses on: 1) raising awareness and commitment to promote safe, stable, nurturing relationships and environments; 2) creating the context for healthy children and families by changing social norms, programs, and policies; and 3) using data to inform actions. The Shared Data and Outcomes Workgroup identified three sources of data about adverse childhood experiences (ACEs) and resilience as well as key life course indicators for most California counties and conducted trainings on translating data into action for local partners. The information is located on the Lucile Packard Foundation for Children's Health website (kidsdata.org).





Serving California's Young Children, Parents, and Teachers

FOUR RESULT AREAS

First 5 California tracks progress in four result areas to inform funding decisions, program planning, and policies:

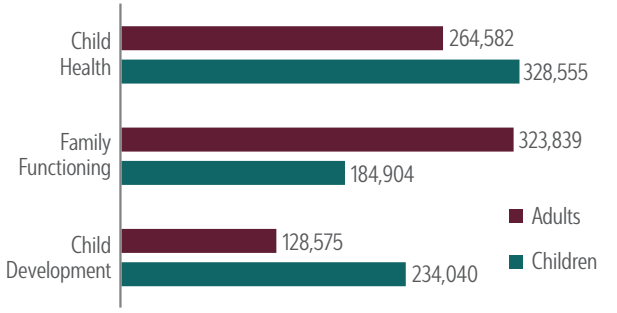
- Improved Family Functioning
- Improved Child Development
- Improved Child Health
- Improved Systems of Care

As a framework for reporting early childhood investments, these result areas support a statewide overview of the number, type, and costs of services provided to children and adults for a particular fiscal year. The public can use this information as one source to determine resource allocation and impact by First 5 county commissions statewide.

Exhibit 1 contains the total numbers of services provided to children ages 0 to 5 and adults in FY 2017–18 for Improved Family Functioning, Improved Child Development, and Improved Child Health. Exhibit 2 shows the distribution of expenditures in these three result areas, totaling $341 million for children ages 0 to 5 and adults, including primary caregivers and providers, who received services in FY 2017–18.

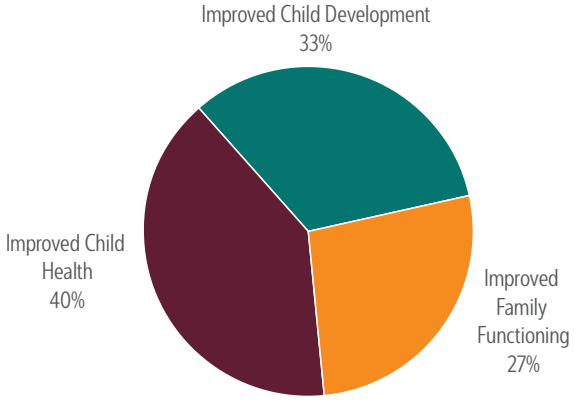
The result area, Improved Systems of Care, with expenditures of $67 million, differs from the others. It consists of programs and initiatives that support program providers in the other three result areas. The four result areas combined have total expenditures of $408 million.

Exhibit 1: Total Number of Services Provided to Children Ages 0 to 5 and Adults* in FY 2017–18 Across Result Areas



*Totals for Adults include both Primary Caregiver and Provider counts

Exhibit 2: Total Expenditures for Children Ages 0 to 5 and Adults* in FY 2017–18 by Result Area



*Totals for Adults include both Primary Caregivers and Provider Expenditures
Source: County Revenue and Expenditure Summary, November 2018

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First 5 County Commission Program Result Areas

First 5 county commissions are required to report to First 5 California their annual expenditure and service data. In collaboration with the First 5 Association, First 5 California developed and adopted guidelines to standardize data collection. For this report, county commissions provide program service data under the four result areas and data are aggregated to the state level. Data reported are from programs funded by both local and state commission First 5 funds (Appendix A) using specific definitions for each result area (Appendix B).

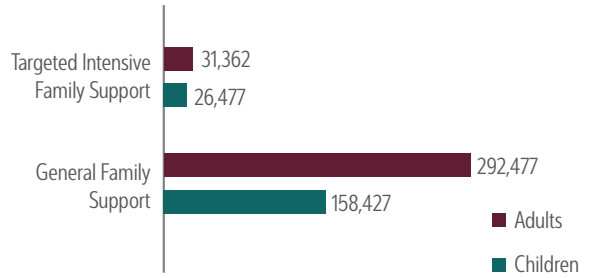
IMPROVED FAMILY FUNCTIONING

Family Functioning includes the categories General Family Support and Targeted Intensive Family Support. Services include instruction on general parenting topics, support for basic family needs and case management, parent education and literacy, referrals to community resources, and assistance for parents and families.

In FY 2017–18, First 5 county commissions provided 184,904 services to improve family functioning for children ages 0 to 5, and 323,839 services to parents, guardians, primary caregivers, relatives, and providers. Exhibit 3 displays the numbers of services provided.

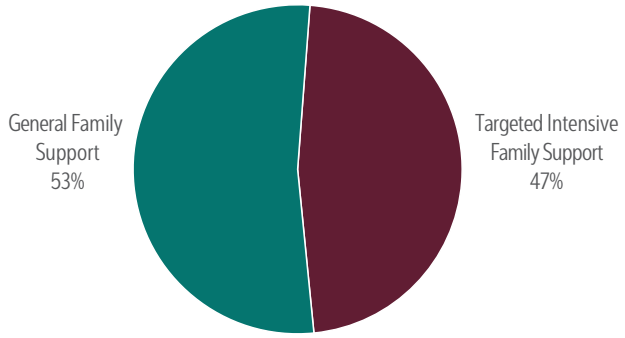
In FY 2017–18, county commissions expended $93 million to improve Family Functioning. Exhibit 4 shows the distribution of expenditures by service category. First 5 commissions provided support to schools and educational institutions, nonprofit community-based agencies, government agencies, and private institutions.

Exhibit 3: Family Functioning—Total Number of Services Provided to Children Ages 0 to 5 and Adults* in FY 2017–18 by Service



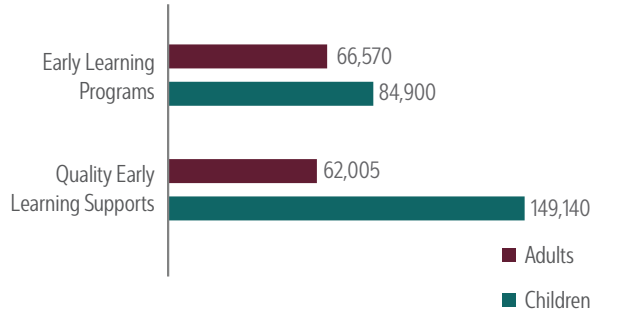
*Totals for Adults include both Primary Caregiver and Provider counts

Exhibit 4: Family Functioning—Distribution of Expenditures for Children Ages 0 to 5 and Adults* in FY 2017–18 by Result Area



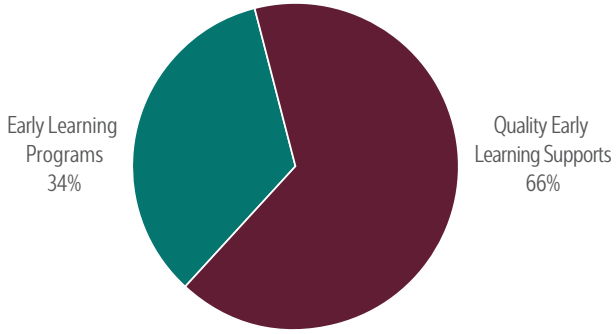
*Totals for Adults include both Primary Caregivers and Provider Expenditures
Source: County Revenue and Expenditure Summary, November 2018

Exhibit 5: Child Development—Total Number of Services Provided to Children Ages 0 to 5 and Adults* in FY 2017–18 by Service



*Totals for Adults include both Primary Caregiver and Provider counts

Exhibit 6: Child Development—Distribution of Expenditures for Children Ages 0 to 5 and Adults* in FY 2017–18 by Service



*Totals for Adults include both Primary Caregivers and Provider Expenditures
Source: County Revenue and Expenditure Summary, November 2018

IMPROVED CHILD DEVELOPMENT

Child Development includes the categories Quality Early Learning Supports and Early Learning Programs. Programs include professional development for educators, high-quality preschool, services for diverse populations, and school readiness.

In FY 2017–18, First 5 county commissions delivered 234,040 child development services to children ages 0 to 5 and 128,575 services to parents, guardians, primary caregivers, relatives, and providers. Exhibit 5 displays the numbers of services provided. In FY 2017–18, county commissions expended $112 million to improve Child Development. Exhibit 6 shows the distribution of expenditures by service category.

IMPROVED CHILD HEALTH

Child Health includes the categories General Health Education and Promotion, Prenatal and Infant Home Visiting, Oral Health Education and Treatment, and Early Intervention. First 5 county commissions fund a variety of services that promote health identification, treatment, and elimination of risks that threaten health and cause developmental delays and disabilities.

In FY 2017–18, First 5 county commissions provided 328,555 services designed to improve Child Health to children ages 0 to 5, and 264,582 services to parents, guardians, primary caregivers, relatives, and providers. Exhibit 7 displays the numbers of services provided. In FY 2017–18, county commissions expended $135 million to improve Child Health. Exhibit 8 shows the distribution of expenditures by service category.

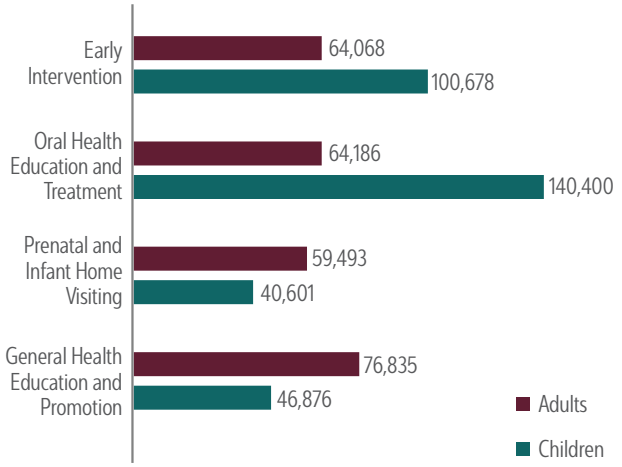
IMPROVED SYSTEMS OF CARE

Systems of Care addresses system-wide structural supports as county commissions effectively work toward achievement in the result areas of Family Functioning, Child Health, and Child Development. For example, interagency collaboration allows coordinated wrap-around efforts from multiple organizations providing targeted services. Since this result area is at a systems level, counties do not report numbers of children and adults served. Expenditure data indicate that for FY 2017–18, county commissions expended $67 million to improve Systems of Care (Exhibit 9), with 76 percent of expenditures toward Program and Systems Improvement Efforts, and 24 percent toward Policy and Public Advocacy.

POPULATIONS SERVED

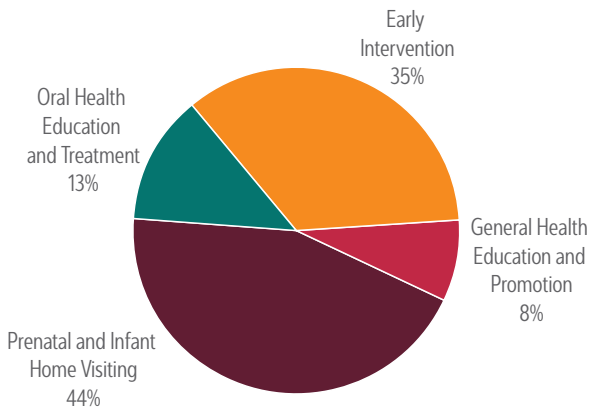
Statewide, 37 percent of children served were under 3 years old, 49 percent were ages 3 to 5 years old, and 14 percent were of unknown age. Adults included primary caregivers and parents (85 percent), other family (8 percent), and providers (7 percent). With respect to primary language of children served, services were provided to English speakers 56 percent of the time and to Spanish speakers 38 percent of the time. While children and adults from all racial/ethnic groups received services, for those with a reported race/ethnicity, the largest recipient group was Latino (58 percent) followed by White (18 percent).

Exhibit 7: Child Health—Total Number of Services Provided to Children Ages 0 to 5 and Adults* in FY 2017–18 by Service



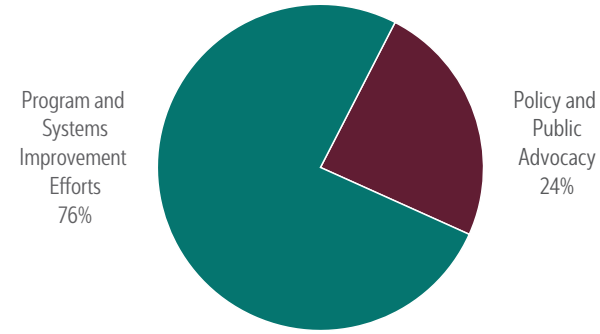
*Totals for Adults include both Primary Caregiver and Provider counts

Exhibit 8: Child Health—Distribution of Expenditures for Children Ages 0 to 5 and Adults* in FY 2017–18 by Service



*Totals for Adults include both Primary Caregiver and Provider Expenditures
Source: County Revenue and Expenditure Summary, November 2018

Exhibit 9: Systems of Care—Distribution of Expenditures in FY 2017–18 by Service



Source: County Revenue and Expenditure Summary, November 2018



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Child Development Focus

FIRST 5 IMPACT

First 5 California completed the third year of First 5 IMPACT (Improve and Maximize Programs so All Children Thrive), a five-year, $190 million investment that provides funding for the implementation of local quality rating and improvement systems (QRIS). Specifically, First 5 IMPACT supports the improvement of quality early learning and care settings across the entire continuum—from alternative settings and family, friend, and neighbor care, to family child care homes, centers, and preschools. Building on the previous success of California's Race to the Top-Early Learning Challenge grant, First 5 IMPACT supports a network of local quality improvement efforts, forges partnerships with all 58 counties via 48 consortia, builds on past First 5 California programs, and aligns with and leverages federal, state, and local investments.

For FY 2017–18, local consortia participating in First 5 IMPACT reported many implementation accomplishments and lessons learned. Over 5,600 sites, or approximately 83 percent of all sites participating in QRIS, were supported in full or in part with First 5 IMPACT funding.

Regional Coordination and Training and Technical Assistance Hubs (Hubs) continue to be a central source of support for consortia. Funded through First 5 IMPACT, Hubs support efficiencies in data collection and data systems, assessor management for rating and assessment tools, and provide training and technical assistance to maximize investments by focusing on the needs within a geographic region. Hubs meet regularly with consortia representatives in their region to address regional efficiencies and provide regionalized support for QRIS implementation.

In FY 2017–18, Hub fiscal lead agencies reported Hub funding was key to the development of an infrastructure that not only increased the capacity to reach more sites/providers, but also to bring previously unattainable professional development, technical assistance, consortia building supports, and shared resources that have reduced redundancies and increased efficiencies. The most frequently reported supports include:

- Coaching and training for participating QRIS sites as well as local implementation staff on topics such as family engagement, early learning environments, and effective adult-child interaction
- Training and certification in specific tools such as Strengthening Families' Five Protective Factors, Teaching Pyramid, Classroom Assessment Scoring System (CLASS), Program for Infant and Toddler Care (PITC), and Making the Most of Classroom Interactions (MMCI)
- Regional and county assessment and observation alignments, protocol support, efficiencies, and other forms of technical assistance
- Communities of practice and professional learning communities focused on training content, strategies, and other systemic supports

Hub lead agencies also widely reported using various needs assessment tools and strategies to determine how existing supports are being used by participating Consortia, and how to ensure the needs of Consortia are met.

In addition to regional Hubs and First 5 California staff, ongoing support for the implementation of First 5 IMPACT is provided through a contract with the WestEd Center for Child and Family Studies. In FY 2017–18, contract work focused on systems building and alignment, support for the work of the Hubs, developing a QRIS website and communications plan, and revising the rating matrix used to assess quality in participating early learning settings.

QUALITY COUNTS CALIFORNIA

California's statewide QRIS, Quality Counts California (QCC), is funded in large part by First 5 IMPACT, in addition to state and federal funding administered by the California Department of Education (CDE). QCC is a statewide system of locally-implemented QRISs to provide resources and support to early learning and care providers so they can create nourishing and effective experiences that will help children grow and thrive. The QCC movement also has created a partnership between state and local entities through the QCC Consortium. The QCC Consortium includes lead agencies that locally administer QRIS funds from First 5 IMPACT and the CDE's QRIS Block Grants, and staff representing First 5 California and the CDE. Through this partnership, state and local leaders are able to come together twice annually to discuss topics and issues related to local QRIS implementation, as well as co-create a vision for ongoing sustainability of California's early learning quality improvement system.



All sites participating in QCC, whether funded by First 5 IMPACT and/or the QRIS Block Grants, are reported using the statewide common data file, one data file inclusive of all of the state's QRIS funding streams. This data provides First 5 California and the CDE an efficient and collaborative method for receiving information about each county participating in QRIS. As of June 30, 2018, there were over 6,800 participating QRIS sites across the state, an increase of nearly 1,000 sites from the previous fiscal year. Of the total, 56 percent were centers, 36 percent were family child care homes, and 8 percent were alternative sites such as libraries, home visiting programs, family resource centers, and family, friend, and neighbor providers (57 of 58 counties reporting).

Throughout FY 2017–18, one of the major tasks of QCC was to develop recommendations for revising the rating matrix that is used to assess quality of all rated sites. First 5 California and the CDE convened a QCC Rating Matrix Workgroup, a group of more than 20 stakeholders and content experts from across California, to revise the rating matrix to make it more cost effective, scalable, reliable, and more strongly associated with improved teacher and child outcomes. The state provided the group with some direction around the Rating Matrix revisions to improve cost effectiveness and reliability, and to decrease the burden of quality rating data collection of programs. Using these parameters, the workgroup developed two rating matrices that will go to the Consortium for vote later in 2018.

To round out FY 2017–18, the QCC Consortium finalized the development and approval of its communications brand, which included the adoption of a name, tagline, and logo: Quality Counts California: Raising the Quality of Early Learning and Care. Additionally, a QCC-specific website was developed that provides formal messaging around the importance of quality early learning, as well as



information regarding local QRIS efforts to support early learning providers, and connections to local resource and referral agencies for parents and families looking for quality child care. Local consortia reported QCC has provided a statewide common effort and unified vision for improving the quality of early learning sites in the state.

In addition to First 5 IMPACT and CDE Block Grant sources of funding, about half of the consortia reported new or leveraged funding sources identified to support QCC. Those included county sales tax ballot measures, city/county funds, higher education partners, private foundations/philanthropy organizations, and other federal funding sources (leveraged Head Start, Early Head Start-Child Care Partnership Grant, and others).

In the upcoming fiscal year, the QCC Consortium will be looking to increase their implementation capacity in order to include additional local providers into QRIS, increase efforts to message locally and statewide about the importance of high-quality early learning and care programs, and refine other aspects of the system to maximize available funding and create efficiencies statewide.

For more information on QCC, visit the website at **https://qualitycountsca.net/**.

SMALL COUNTY AUGMENTATION

In the Small Population County Funding Augmentation (SPCFA) program, First 5 California provides supplemental funding above the legislated allocation of annual tax revenues to First 5 commissions in 20 counties with the smallest proportion of statewide births.

Initiated in FY 1999–2000, the First 5 California Commission provided funding of up to $200,000 to small population counties to help ensure the implementation of the California Children and Families Act (Proposition 10) as a statewide effort. On January 26, 2017, the State Commission approved an annual investment of up to $8.625 million in additional funding over four years (July 1, 2017–June 30, 2021) for 20 small population county commissions to ensure core operations and services for children and families in these communities. For FY 2017–18, 16 of the 20 small counties expended approximately $3.9 million.

In order to participate in SPCFA, counties agree to terms outlined in a Local Assistance Agreement framework to implement successful local systems, measure outcomes, monitor progress, and demonstrate quality improvement in three focused investment areas of Child Health, Family Support and Strengthening, and Early Learning and Development.

During FY 2017–18, approximately 22,445 children and 29,282 adults received services across the 20 SPCFA counties. SPCFA-funded programs were required to focus on one of three investment areas. From most to least common, the percent of counties focusing on these areas was Family Support and Strengthening (43%), Early Learning and Development (34%), and Child Health (23%).

Of the 81 programs implemented with SPCFA funds, 32 percent were evidence-based, 43 percent were evidence-informed, 9 percent were health-focused, and 16 percent were described as "other." All SPCFA counties funded at least one evidence-based or evidence-informed program. Programs were either fully (64%) or partially (36%) funded by SPCFA funding.

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Key evidence-based programs included the Nurturing Parents Home Visiting Program, Raising a Reader, School Readiness, Parents as Teachers, and Positive Parenting Program (Triple P).

EDUCARE

The Educare Quality Early Learning Model provides the comprehensive early learning services beginning at birth that early brain science shows are necessary to narrow the achievement gap for at-risk children so they have the foundation they need to thrive in school and beyond. Research on early brain development demonstrates poverty and toxic stress can negatively impact a child's cognitive development and ability to learn.[1]

California children from low-income families typically enter kindergarten 12 to 14 months behind the national average in pre-reading and language skills.[2, 3] A study conducted by the Frank Porter Graham Child Development Institute at the University of North Carolina at Chapel Hill indicates low-income children (including children who are dual language learners) who enroll in Educare as infants or toddlers enter kindergarten with the same skills as their middle-income peers.[4] The Educare model also focuses on intensive family engagement to foster strong parent-child relationships, family well-being, and ongoing learning and development for both parents and children.

In 2010, the First 5 California State Commission voted to become one of several public funders in bringing the public-private Educare Quality Early Learning Model to California. The Commission has now dedicated $6 million to support the launch, operation, and evaluation of the first California Educare centers in Santa Clara and Los Angeles counties. First 5 California's investment in California's two Educare sites specifically supports the costs of high-quality elements in the classroom in order to meet the Educare Core Features program requirements that have been proven to increase the quality of early learning programs through improved teacher-child interactions.

Through funding from First 5 California and other national, state, and local public and private partners, Educare California at Silicon Valley opened its doors and began serving Santa Clara County-area children and families in the 2015–16 school year. The center is co-located with Santee Elementary School, and operates in partnership with First 5 Santa Clara, the Santa Clara County Office of Education Early/Head Start and State Preschool programs, and the East Side Union High School Child Development Program.[5]

Educare of Los Angeles at Long Beach, a public-private partnership lead by Long Beach Unified School District and the Los Angeles Chamber of Commerce, is currently in the planning, fundraising, and construction phase of its stand-alone facility located on the Barton Elementary School campus in the Long Beach Unified School District. The Educare of Los Angeles at Long Beach site soft-launched the 2017–18 school year in its temporary facility for preschool students. A full site launch at the new facility is anticipated for the 2018–19 school year.[6]



FUNDED RESEARCH

First 5 California continued funding the California Health Interview Survey (CHIS), conducted by the UCLA Center for Health Policy Research, under a two-year $1.7 million contract approved by the commission in July 2017. First 5 California supports the CHIS Child Questionnaire to collect information from parents on many topics, including child care and preschool participation and perception, positive parenting activities (parents or caregivers reading, singing, going out to play with child, knowledge of the *Talk. Read. Sing.*® campaign), breastfeeding practices, health status and conditions, child oral health, developmental screening and referrals, languages spoken at home and English proficiency of parent, and receipt and use of First 5 California's *Kit for New Parents.* The

contract supports online dissemination of CHIS data and findings through the AskCHIS query tool (**ask.chis.ucla.edu**), the AskCHIS Neighborhood Edition mapping tool (**askchisne.ucla.edu**), and published research reports (**healthpolicy.ucla.edu/chis/**). As one example of statewide data collected by the survey, 88 percent of parents reported they saw or heard a message about the *Talk. Read. Sing.®* campaign (CHIS 2016). Among these parents, 49 percent reported they talked more to their child, 44 percent reported they read more to their child, and 43 percent reported they sang more to their child. Under the current contract, researchers are developing a new policy brief on factors related to parents' reading and singing with children, and exposure to the *Talk. Read. Sing.®* campaign.

DUAL LANGUAGE LEARNER PILOT

First 5 California's Dual Language Learner (DLL) Pilot Study is examining culturally and linguistically responsive and effective intentional teaching, family engagement, and professional development strategies for DLLs. The DLL Pilot Study also will examine how to optimize home language and promote dual language acquisition of DLL children ages birth to age five in early learning settings. Unlike a traditional pilot where an investment is made in new programs, which are then evaluated, this pilot is studying existing strategies implemented in early learning settings with young DLLs and their families, and the conditions under which they are effective. The DLL Pilot Study is designed to fill gaps in existing research by intentionally including early learning and care settings serving infants and toddlers (as well as preschoolers), unlicensed community-based settings (as well as licensed early learning and care settings), and a variety of languages spoken across California with an eye toward strategies that can be scaled and implemented statewide.

The DLL Pilot Study is being conducted by the American Institutes for Research (AIR) and its partners, and is driven by stakeholder input and F5CA's Strategic Plan. The Study will be implemented in three phases:

- Phase 1—Background information gathered through interviews with leaders in 16 counties selected based on the counties' diversity, and a survey of recommended and randomly selected early learning settings about their DLL practices.



- Phase 2—In-depth study of DLL strategies (family engagement, professional development, and teaching strategies) through site and classroom observations, teacher surveys, parent interviews, and child assessments.
- Phase 3—Replicate effective strategies identified in Phase 2 in other setting types and age groups.

Findings from First 5 California's DLL Pilot study will inform early childhood education preparation programs, quality improvement and rating in Quality Counts California, and state and local policy makers. Study findings also will be used to increase early educators', families', and the general public's awareness about the benefits of bilingualism and home language. First 5 California's investment in the DLL Pilot is approximately $20 million over five years: $7.5 million for AIR's evaluation and $12.5 million to support the counties and regions chosen to participate in the evaluation (FY 2017–18 through 2020–21).





Parent Support Focus

PARENT WEBSITE

While first5california.com has historically served as the main portal for health, education, literacy, and smoking cessation, it has expanded to incorporate more information about early brain development, including activities, downloadable resources, and links to organizations that support families. In early 2017, new content was integrated into the site to support the launch of the "Smarter Birds" campaign, including tips, information, *Talk. Read. Sing.*® and an array of new activities for babies, toddlers, and preschoolers. In FY 2017–18, the parent site had more than 361,314 visits. Now, in 2018, with a new campaign underway, the parent website will be transforming its look and usability. It will contain more information for parents and caregivers. Additionally, it will join the technology revolution by becoming mobile friendly.

SOCIAL MEDIA

The parent website also links to multiple social media channels, including Facebook, Instagram, Pinterest, and YouTube. Across most platforms, followers receive regular posts that highlight simple, actionable tips and ideas surrounding early brain development and beyond—everything from reading tips to words of encouragement. As of June 2018, First 5 California's Facebook page has nearly 213,000 followers. Our Instagram and Pinterest platforms continue to grow every year.

KIT FOR NEW PARENTS

The award-winning *Kit for New Parents* targets hard-to-reach and low-income populations, providing information and tips for first-time parents, grandparents, and caregivers.

Since 2001, First 5 California has distributed the *Kit* free-of-charge to local hospitals, physicians, and community groups to reach new parents. The *Kits* are available in English, Spanish, Chinese, Korean, and Vietnamese, and include a health handbook, an early brain development brochure and tip card, and other important information on literacy and learning.

In 2018, First 5 California changed the *Kit*'s packaging from a box to a colorful, reusable bag containing a health handbook, an early brain development brochure and tip card, a poison control brochure and magnet, and other important information on paid family leave, and literacy and learning. This redesigned *Kit* also includes the *Parent Guide*, a new resource written in collaboration with UC Berkeley's Health Research for Action. The *Guide* includes tips for parents on keeping their children healthy and safe, developmental milestones, handling emotional and behavioral challenges, finding quality childcare, and much more.

First 5 county commissions are encouraged to add local references and resources to the *Kit* to help inform parents about services in their own communities.

To date, over 5 million *Kits* have been distributed throughout California since 2001, with 165,000 distributed this fiscal year alone.

FIRST 5 EXPRESS

Since 2006, First 5 California's mobile outreach tour has traveled to every corner of the state, reaching out to families and caregivers of children ages 0 to 5 in all 58 counties. This interactive exhibit called the First 5 Express features "Edutainers" who educate parents and caregivers, and entertain children. The Express teaches families about a wide variety of topics, including nutrition, physical activity, oral health, literacy, and most recently, early brain development. In FY 2017–18, the exhibit traveled to 182 schools, libraries, resource centers, community festivals, county fairs, and other family oriented events. The Edutainers directly engaged with more than 39,272 people who walked away with helpful First 5 resources. Over 164,845 newly designed resources were distributed, including a branded hand puppet to give parents and caregivers a tool to spark conversation with their young children; bilingual storybooks to help make reading a regular routine; a healthy portions plate to encourage a balanced diet; and age-appropriate musical instruments to bring out the joy of song. Together with the already established *Kit for New Parents*; "Fast, Fresh, and Fun Food from First 5" cookbooks; brain development information; and our newest First 5 California branded bilingual book, Three Brainy Birds, families were provided resources to reinforce the healthy behaviors they experienced.

- 44% of events took place in low-income communities.
- 52% of events occurred in communities with diverse populations.
- 43% of events occurred in rural communities.

TOBACCO CESSATION

Through First 5 California's investment in the California Smokers' Helpline, parents and caregivers receive information and tools to help them quit smoking and using other tobacco products—especially around children or while pregnant. Parental smoking and secondhand smoke exposure have been linked to a range of ailments in babies and young children, including asthma, ear infections, pneumonia, bronchitis, and Sudden Infant Death Syndrome (SIDS). There also has been a rise in reports of young children accidentally ingesting the nicotine-containing e-liquid used in electronic cigarettes (vapes). To reduce the incidence of these health problems, and to help smokers quit, in FY 2017–18, First 5 California supported the California Smokers' Helpline with $1.4 million for tobacco cessation services for parents and caregivers of young children. Participants are provided with telephone counseling and also receive free nicotine patches sent directly to their homes. Training also was provided for pediatric care providers to screen for secondhand smoke exposure.

The toll-free Helpline (1-800-NO-BUTTS) provides one-on-one telephone counseling, self-help materials, and referrals to local resources. Helpline counselors follow protocols that were scientifically proven to double the rate of successful long-term quitting. Counselors and callers work together to develop a plan to quit, and continue interaction during the quitting process which increases the likelihood of long-term success. These services are provided in English, Spanish, Chinese (Mandarin and Cantonese), Korean, and Vietnamese. Participants also receive free nicotine patches, sent directly to their homes. (If contraindicated [may not be advisable based on the health status of the caller] as with pregnant smokers, the Helpline first obtains medical approval before dispensing.)

Nationally, there has been a steady decrease over the last 5 years in the number of smokers calling state quit lines, a trend that has been true for the California Smokers' Helpline as well. As a result, increased efforts are being made to proactively reach out to smokers and connect healthcare systems to the Helpline through automated referrals. The electronic medical record is used to send patient contact information to the Helpline, which then is used to call each smoker and encourage them to enroll in services. In FY 2017–18, 332 First 5-targeted smokers (pregnant, parents or caregivers of children 0 to 5) enrolled in services as a result of being referred directly by healthcare providers. First 5 California's investment provided Helpline services for a total of 3,301 participants, including 173 pregnant smokers and 3,128 tobacco-using parents or caregivers of children ages 0 to 5 (note: 62 were both pregnant and had a child ages 0 to 5). See Exhibits 10 and 11 for breakdowns of Helpline callers by education and race/ethnicity, respectively.

In addition to supporting direct services to tobacco users, First 5 California also supports training of early

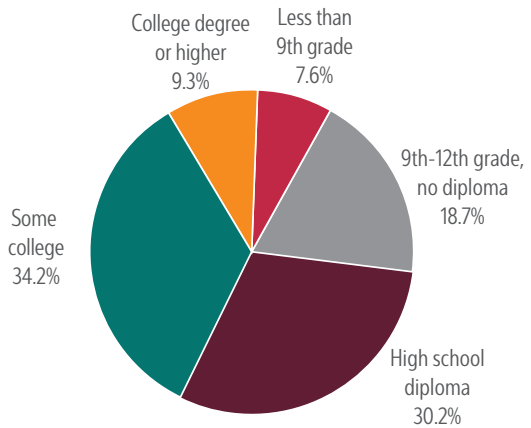
learning and care providers about the importance of quitting smoking and protecting children from exposure to secondhand smoke. Although no longer a requirement of First 5 California-funded programs, the online tobacco training modules, "Kids and Smoke Don't Mix" and "Los Niños y el Humo no se Mezclan," available on the California Smokers' Helpline website, continue to be used. For the year, a total of 188 individuals completed the online training.

In this fiscal year, First 5 California continued to support the Clinical Effort Against Secondhand Smoke Exposure (CEASE) California project. CEASE trains pediatric practices to screen patients for secondhand smoke exposure and to help smoking parents quit. CEASE has champions at five University of California Medical centers (UC San Diego, UC Davis, UC Los Angeles, UC San Francisco, and UCSF's Benioff Childrens' Hospital in Oakland). These champions oversee ongoing training for pediatric residents to identify and intervene with smoking parents, including prescribing quitting aids and referring to the Helpline. In FY 2017–18, four newborn nurseries, two obstetrics practices, and seven outpatient clinics were recruited to participate in CEASE. The CEASE California project generated 389 Helpline referrals for the fiscal year.

One of the trained pediatricians (from the Children's Health Center, Zuckerberg San Francisco General Hospital) who participates in CEASE talked about the positive impact of the training. "I saw a 5-month-old for a well visit today whose grandmother had been approached about CEASE materials when this infant presented with an upper respiratory infection in urgent care last month. Since then, her grandmother has reduced from one pack daily to one cigarette every other day, is using nicotine replacement, and has been connected with the quit line. This kiddo's sensitive skin is already better, and no ear infections or upper respiratory infections since the grandmother quit."

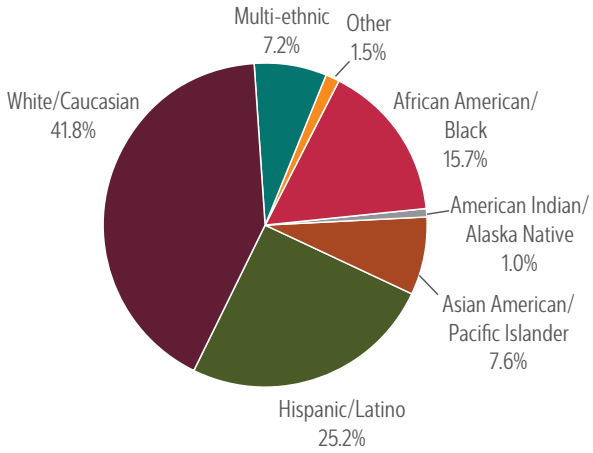
In FY 2017–18, 12.5% of First 5 California Helpline participants stated that they use e-cigarettes. This year, the Helpline has been pilot testing a counseling protocol for e-cigarette users who want to quit smoking. So far, 43 e-cigarette users have been counseled. In addition, recognizing the potential health consequences of exposing young children to these products, First 5 California has supported the Helpline's development of fact sheets on E-liquid and Children and Quitting E-cigarettes. This fiscal year, two additional fact sheets were added. These were titled: Secondhand E-cigarette Aerosol, and Children and Juul and Suorin (new vaping devices popular among youth). They are available on the Helpline website at **www.nobutts.org**.

Exhibit 10: California's Smokers' Helpline—Education Level of Callers in FY 2017–18



Source: California Smokers' Helpline, September 2018
Total number of participants was 3,301, of whom 53 did not report their educational level.

Exhibit 11: California's Smokers' Helpline—Race/Ethnicity of Callers in FY 2017–18



Source: California Smokers' Helpline, September 2018
Total number of participants was 3,301, of whom 33 did not report their race/ethnicity.





Teacher Effectiveness Focus

In addition to parents and families, teachers and early childhood caregivers play an essential role in ensuring children are healthy and safe, equipping them with the skills to succeed as children mature physically, cognitively, emotionally, and socially. One of First 5 California's goals is to ensure all young children in all types of settings are cared for by a highly qualified, well-trained teacher/caregiver.

TRANSFORMING THE WORKFORCE FOR CHILDREN BIRTH THROUGH AGE 8

In 2016, First 5 California and the California Department of Education Early Learning and Care Division (CDE-ELCD) brought together a team of experts and leaders from across California to create an implementation plan (IP) to prepare and support the early childhood workforce throughout their careers. This IP draws on extensive research and is rooted in the recommendations from the Institute of Medicine (IOM) and the National Research Council (NRC) 2015 report, Transforming the Workforce for Children Birth Through Age 8: A Unifying Foundation (TWB8 Report). The report offers extensive research about early childhood development, and the competencies and supports professionals working with young children need.

The IP calls for a system where professionals working with young children have the knowledge, skills, and abilities needed to support each child's learning and development. The system supports professionals to access and complete training, higher education programs, and ongoing professional development opportunities that enable them to progress along career pathways such as education, childcare, and health. The IP identified three overarching recommendations:

- Permitting and Credentialing—Developing appropriate permitting and credentialing standards, establishing a statewide professional development system, and strengthening preparation programs to help candidates meet certification standards.
- Professional Pathways—Creating a career lattice for the early childhood workforce, identifying challenges and solutions to career advancement, and increasing use of the California ECE Workforce Registry to more effectively track progress and answer key questions about the workforce.
- Higher Education—Identifying needs and ways to support degree-granting institutions, and promoting faculty and administrators to develop and revise coursework to include more practice-based content.

The following progress has been made in addressing the IP recommendations:

- In July 2017, First 5 California awarded a contract to the Child Care Alliance of Los Angeles to expand the Workforce Registry to serve all early childhood educators in early learning settings participating in Quality Counts California, and

support and advance rating and improvement processes through access to verified data about early educator qualifications.

- In October 2017, the State Advisory Council on Early Learning and Care approved the California Early Learning Career Lattice (Career Lattice), which defines a progression of roles, and the training and education necessary to demonstrate competence in a wide variety of positions in early learning.
- In May 2018, Yosemite Community College District was awarded a contract to embed practice-base content from EarlyEdU Alliance's® competency-based courses in early education into California community colleges' early childhood education coursework.

A Stewardship Group comprised of leaders from First 5 California, CDE-ELCD, California Commission on Teacher Credentialing, and Department of Social Services Community Care Licensing Division provides guidance, coordination, direction, and oversight to the effort. The Stewardship Group also is considering recommendations from the 2018 report, Financing Early Care and Education with a Highly Qualified Workforce, which outlines a framework for a funding strategy that will provide reliable, accessible high-quality early care and education for young children from birth to kindergarten entry. This report emphasizes the importance of a highly qualified and adequately compensated workforce that is consistent with the vision outlined in the 2015 TWB8 Report.



TRAINING AND TECHNICAL ASSISTANCE INFRASTRUCTURE DEVELOPMENT

Building a high-quality, effective early childhood workforce relies upon clear standards for a statewide delivery system that ensures all training and coaching meets those standards. In 2017, First 5 California awarded a $12 million contract (through June 2020) to WestEd to partner with state and national experts (University of Florida, University of Washington, Zero to Three, i3 Institute) to create and implement statewide infrastructure and resources for workforce development, quality improvement, and rating that:

- Promote evidence-based practices across California and within consortia implementing continuous quality improvement
- Are responsive to the geographic, cultural, and linguistic diversity of early childhood educators across California
- Ensure sustainability within the long-term vision of California's early learning system

Task teams comprised of regional representatives, and state and national experts are well-underway developing:

- Pathways for statewide coaching training and certification that build on existing resources and incorporate practice-based coaching processes and demonstration of cultural competence
- Standards for high-quality training grounded in adult learning science, and a statewide process to certify trainer and training quality
- Communities of Practice at the state, regional, and local levels to strengthen collaboration and leadership, and foster a culture of continuous quality improvement
- A family engagement toolkit of resources to promote caregiver-parent relationships that improve child and family outcomes, and help

educators build support for families' protective factors into their everyday practice

- Resources to help faculty, trainers, coaches, and implementers understand and communicate about Quality Counts California
- Assessor and rating guidelines and supports that enable early learning settings across California to be assessed and rated using consistent standards

SUPPORT FOR EFFECTIVE INTERACTIONS

Quality teacher-child interactions lead to better social and learning outcomes for children. Children are supported and developed through meaningful teacher-child interactions with educators who have the knowledge and skills to identify and support the needs of specific groups of children, including dual language learners. Research shows early childhood educators with higher educational levels and specialized training have greater quality interactions with children that result in positive effects on learning. Building on the success of the former Comprehensive Approaches to Raising Educational Standards (CARES) Plus program, First 5 California continued its partnership with Teachstone to help regions build local capacity to offer training on the Classroom Assessment Scoring System™ (CLASS™) tool. More than 300 new CLASS observers became certified to assess quality of interactions using the infant, toddler, and PreK CLASS tools, and 54 educators were certified to provide in-person training to groups of teachers, preparing them to identify, understand, and apply stronger CLASS interactions in their classrooms.

In 2017–18, the CLASS-Based Coaching (CBC) program entered its second year, engaging 52 coaches from across the state to focus on effective adult-child interactions, using CLASS as their coaching lens and language. The year-long CBC program is designed to help coaches increase their competency to support center-based teachers and administrators, family child care providers, and other coaches through individualized facilitation by a Teachstone Specialist, practice-embedded exercises on effective interactions, and group calls and training. This dedicated cadre of coaches joined together around one goal: to ensure children have access to high-quality adult interactions. More than 90 percent of coaches reported the CBC program helped increase their confidence and competency as a coach.



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First 5 County Commission Highlights

Alameda County

First 5 Alameda County (F5AC) uses Results Based Accountability to measure its contribution to two population level results, namely, children enter kindergarten ready to learn, and children are free from abuse and neglect. F5AC is focused on creating a more user-friendly early childhood system that leverages parent leadership and supports capacity building for providers. F5AC is making strategic investments that recognize the interplay between equity, place, adult health, and child well-being.

- Four Neighborhoods Ready for School grants of $470,000 were awarded to community organizations in West Oakland, San Antonio, Deep East Oakland, and Union City.
- 1,845 referrals were made for home visiting and other early childhood and family supports by Perinatal Hospital Outreach Coordinators stationed at major birthing hospitals.
- 1,444 kindergartners from 13 school districts participated in the latest school readiness study resulting in the first county-wide representative sample.
- 270 childcare centers, 80 family childcare programs, and 119 alternative programs, serving 10,264 children, participated in Quality Counts quality improvement programs. All subsidized early learning programs are now participating.
- The most recent Kindergarten Readiness Study shows that low-income children who attended a high quality ECE program (as rated by Quality Counts) were just as ready for kindergarten as their more affluent peers.
- 21,928 child development screenings were conducted in pediatric practices (65 practices), early care and education settings, and community organizations.
- 2,834 calls for support were received by the Help Me Grow phone line.
- 2,155 providers trained from 190 agencies with nearly 20,000 hours of training received. Providers reported: 85 percent improved knowledge, 81 percent improved skills, 75 percent implement best or promising practices as a result of training.
- 113 male providers from 80 different agencies have participated in the Fathers Corps Learning Community as of 2018.

Alpine County

First 5 Alpine County Children and Families Commission invests in a variety of services aimed at supporting children prenatal through age 5 and their families. Primary investments include:

- Alpine Early Learning Center: The Alpine Early Learning Center is the only licensed child care center serving Alpine families. It provides early care and education to children as young as 8 weeks old, and continues to serve them until they enter transitional or traditional kindergarten. In FY 17–18, the program served 16 children ages 0 through 5, and 8 primary caregivers.
- Busy Bears Playschool: The Busy Bears Playschool is a non-licensed early care and education program serving children as young as 3 months old through kindergarten. The program offers childcare to working families as well as preschool education to young children to prepare them for successful kindergarten entry. In FY 17–18, the program served 15 children ages 0 through 5. Choices for Children Parent Education Project: The Choices for Children Parent Education Project provides learner-centered education to parents and caregivers. Workshops center on increasing the knowledge amongst parents and caregivers about research-based child rearing and child development practices. In FY 17–18, the program served 22 children ages 0 through 5, 16 primary caregivers, 7 other family members, and 5 early care and education provider. In FY 18–19, the Commission is expanding its evaluation efforts to move beyond process measures and focus on outcomes. It looks forward to utilizing the Protective Factors Framework, developmental screenings, and kindergarten readiness assessments to support these efforts.

Amador County

In order to sustain lasting improvements in the lives of Amador's youngest residents, First 5 partners with local and state organizations, private and public agencies, and families to

improve systems and provide access to information, resources, and services.

First 5 Amador oversees the Amador-Calaveras Perinatal Wellness Coalition by coordinating outreach, education, and direct services for families experiencing perinatal mood and anxiety disorders. This initiative has been extremely successful in addressing a topic that, for too long, was not acknowledged.

First 5 Amador spearheads Amador Quality for Kids; an initiative that provides ongoing training opportunities and quality improvement support for community-based organizations, family childcare providers, and home visitors. A primary objective of Amador Quality for Kids is establishing a sustainable system that supports family engagement and early identification utilizing a parent-led developmental screening tool. Amador Quality for Kids continues to encourage participation by licensed providers and community-based programs in ongoing early care and education quality improvement strategies.

To ensure First 5 Amador reaches families countywide, the commission continues to support universal newborn home visiting and family resource centers located in unincorporated areas.

Butte County

First 5 Butte is proud to provide leadership and funding to Butte Thrives, the Butte County coalition addressing Adverse Childhood Experiences (ACEs). The coalition has been in place since 2015, and First 5 has dedicated staff time to provide facilitation and backbone support to meetings and activities, as well as funds for outreach and education, training, travel, media, and marketing. During FY 2017–18, Butte Thrives has accomplished many important activities. Leadership developed a standardized slide-deck for any member to customize and use to provide outreach and training about ACEs science. Dozens of trainings to hundreds of stakeholders were conducted throughout the county in a variety of sectors. A community awareness campaign was launched, utilizing bus tails, billboards, and social media. With the support of California State University Chico Tehama Group Communications students, Butte Thrives members developed several "Faces of Aces," short videos of local Thrives members who tell their own stories about ACEs and resilience. The videos have been very popular, and have helped continue to expand the conversation and destigmatize childhood trauma. The videos can be viewed on the Tehama Group YouTube channel. First 5 staff was instrumental in facilitating a KQED News story about a local mother's ACEs and resilience, including how she has been supported by First 5. The story can be viewed at https://www.kqed.org/news/11687798. Leadership and consistency are critical elements of any successful collective impact endeavor. First 5 Butte County recognizes the importance of supporting community coalitions and systems change efforts through contributions of leadership and staff engagement as well as funding.



Calaveras County

First 5 Calaveras successfully continues to facilitate partnerships and fund strategies that strengthen families and support them in raising healthy young children.

Local trauma-informed community efforts continued through partnerships with Prevent Child Abuse Calaveras and Behavioral Health Services (Mental Health Services Act–Prop 63 funding). Ages and Stage Questionnaire developmental screenings were provided to assess the impact of trauma on children in the child welfare system with referrals made. Staff participated in 87 Child Family Team Meetings with families in the child welfare system. Over 70 training sessions for 445 adults were provided for parents, educators, and family service professionals on topics centered on resilient and healthy families and trauma-informed practices. Over 150 hours of counseling was provided to 27 parents to assist with their child's emotional/behavioral development. *Raising A Reader Home Visiting* expanded access to quality early education and provided developmental assessments for 32 children that had preschool enrollment barriers.

As active members of the Calaveras Oral Task Force, First 5 Calaveras helps expand access to dental services through the *Children's Dental Project* which provides screenings, cleanings, fluoride treatments, and oral health education to over 320 children.

Building Healthy Kids was added to help sustain healthy eating habits by providing early learning sites with nutrition curriculum and building of children's gardens. This complements the *Kids Farmers Market* which provides hands-on cooking experiences, healthy recipes, and gives children fresh produce to take home to their families.

Talk Read Sing Calaveras added the *Little Leapers Early Literacy Program* which engages libraries in providing early learning Science, Technology, Engineering, and Mathematics kits as well as sharing Talk. Read. Sing. messaging and information. An additional five Little Free Libraries were placed in rural areas, and over 1,700 new books were distributed to young children.

Contra Costa County

During FY 2017–18, First 5 (F5) Contra Costa led a number of important efforts to strengthen the systems that serve children and families, and raised awareness about the ongoing needs Contra Costa County children face.

- F5 Contra Costa led the development of a trauma-informed curriculum and training for organizations serving young children and their families. The curriculum was designed to assist agencies who serve children ages 0 to 5 to understand the impact of trauma and traumatic stress on children's development and learning, and how to develop a trauma-sensitive behavior plan.



Over 120 professionals attended the trainings in FY 2017–18.

- F5 Contra Costa's Community Engagement initiative supported and organized under-represented communities in advocating for local park improvements. As a result, local governments in Antioch, Concord, Pittsburg, and San Pablo have invested over $2.5 million in park improvements, including play structures, beautification, and more.
- F5 Contra Costa's Early Childhood Education program is steadily improving quality of childcare delivery in the county as demonstrated by the program's rating system. Nearly 70 percent of rated sites are rated as a level 4 or 5.
- Following a careful assessment of family needs, F5 Contra Costa purchased a large facility in Pittsburg for a new family resource center targeted to families with young children, which will open in early 2019. In addition, First 5 Contra Costa's Antioch Center was relocated to a larger, more central location.

F5 Contra Costa released its Kindergarten Readiness Assessment, which showed low rates of children having the necessary skills to be successful in certain areas of the county. To highlight the report and build partnerships, F5 Contra Costa held a policy breakfast in May. The event convened over 100 local leaders and partners to discuss the report, including policy recommendations targeted at key stakeholders.

Del Norte County

First 5 Del Norte (F5DN) works to support children age 0 to 5 and their families on the far northern corner of California. In 2017–18, F5DN focused significant attention on childhood trauma and resilience through community collaboration and new program supports. The Family Resource Center of the Redwoods, F5DN's largest grantee, started offering monthly Parent Cafes throughout the county. Parent Cafes teach the Strengthening Families protective factors, building resilience in parents and families. F5DN also funded a trauma-informed play group at a domestic violence shelter and a fully-inclusive play group through a mini-grant program. In collaboration with Del Norte Child Abuse Prevention Council, F5DN provided presentations about the science of adverse childhood experiences and resilience to the County Board of Supervisors, the Chamber of Commerce, staff at the Department of Health and Human Services, child welfare staff, preschool teachers, parents, high school and middle school students, and other community groups. Many of these presentations were paired with the Brain Architecture Game to provide a hands-on experience of how a child's experiences affect brain development.

In addition to the focus on trauma, F5DN continued to work to support parents and families in other ways. F5DN worked with the Department of Mental Health to prepare a proposal for Mental Health Services Act Innovation funding to expand the texting program, Ready4K, to include local resources and mental health supports. The FRC of the Redwoods, working with the local Community Food Council (F5DN is their fiscal sponsor), secured $240,000 in funding through a Community Development Block Grant to open a choice food pantry that served over 800 households in the first three months. F5DN is proud to host this concrete support for local income families in Del Norte County.

El Dorado County

The First 5 El Dorado Children and Families Commission has invested in areas of practice that support parents as their children's first teacher. These investments include: 1) Ready to Read at Your Library, an early literacy program operated by local libraries; 2) Together We Grow, a program directed at providing families with structured activities to support their child's optimal development; 3) High 5 for Quality, a program focused on ensuring early care and education providers have the support needed to increase their quality of care; and 4) Children's Health, a program that utilizes health advocates to support access to health and dental care for children and families. Each of these programs are required to operate within the structure of Community Hubs and to provide services which are aligned with the Strengthening Families Protective Factors framework. During 2017–2018, a total of 4,678 (duplicated across programs) individuals were provided with First 5-funded services, resulting in the following accomplishments:

- Families are using positive strategies to guide and teach their children. Seventy-eight percent (78%) of parents served who completed a family survey reported they or another family member reads with their child each day.
- Children are receiving preventive health care. Ninety-seven percent (97%) of parents served who completed a family survey reported their children birth through 5 had received timely well child visits.

Children are being screened for developmental delays. A total of 612 children received either an ASQ or ASQ:SE developmental screening. Providers are focused on quality early care and education service provision.

The High 5 for Quality program supported more early care and education providers this year than last, and of those that participated, 16 sites realized an improvement in their QRIS rankings.

Fresno County

First 5 Fresno County (F5FC) works tirelessly to lift up young children to their full potential. During the past fiscal year, some of the most significant accomplishments include: Help Me Grow (HMG): Being a member of the HMG Fresno County Leadership Team, F5FC works together with cross-sector partners to enhance a comprehensive, systems-level approach to support the success of young children by connecting them to timely services and supports. This past year, the HMG Fresno County Leadership Team participated in strategic planning with the intended outcome of developing a guide for implementation. The process helped to develop a plan: 1) to increase clarity across partners; 2) to establish measurable priorities and outcomes; and 3) of financial sustainability of the HMG model for Fresno County. Upon the competition of the strategic planning, a Request for Quotations was released, and Fresno County Superintendent of Schools was selected to serve as the organizing entity responsible for providing administrative and fiscal oversight and facilitation of planning and implementation of the HMG system.

Public Education Campaign: This was the first year of implementation for the Every Milestone Matters Public Education Campaign aimed to increase public education and awareness of early childhood development and share the importance of positive parent and adult interaction in a child's first five years of life. The multi-media campaign is firmly grounded in people, events, and services primarily targeting multicultural parents, between the ages 18–44, of children ages 0 to 5 in Fresno County, including those fluent in English, Spanish, and Hmong.

Alignment of Early Childhood Services in Rural Fresno County: In early 2017, F5FC commissioned a Rural Community Needs Assessment report for the communities of Huron and Mendota within Fresno County. The report identified challenges, barriers, gaps, and strategies to focus on in order to improve the system of care for families with young children in those two rural communities. As a result, F5FC plans to implement the recommendations and released funding opportunities in the summer of 2018 to identify an agency or agencies to lead and implement the coordination and execution of the goals identified by community stakeholders set to enhance and support the early childhood service system in rural Fresno County.

Humboldt County

Humboldt County, along with Mendocino, has the highest percentage of residents with four or more Adverse Childhood Experiences (ACEs) which puts the county at high risk for negative physical and mental health outcomes. In 2017, the Humboldt County Board of Supervisors voted to use a portion of local marijuana tax monies to fund activities focused on the mental health and well-being of young children and their families during FY 2017–18, through the First 5 Humboldt and Humboldt County Department of Health and Human Services ACEs Collaborative Partnership. The Partnership consists of two major parts.

1. First 5 Humboldt projects and activities focused on strengthening Humboldt County's capacity to address and prevent ACEs as well as promote resilience among children ages 0 to 5 and their families.
2. Humboldt County Department Health and Human Services/First 5 Humboldt ACEs Collaborative Partnership grantee projects focused on serving pregnant women and youth, ages 0 to 8 and their families to help prevent ACEs, increase the awareness of ACEs, and mitigate the impacts of ACEs in Humboldt County.



Projects enhanced and provided new community services focused on young children and families through the 2017–2018 ACEs Collaborative Partnership. In their fiscal year 2018–2019 budget, the Humboldt County Board of Supervisors committed to on-going funding of the partnership. First 5 Humboldt funds Early Childhood Mental Health Specialists to provide direct support to families at Humboldt County playgroups, in part, as a way to help prevent ACEs and promote resilience. At playgroup, specialists answer questions caregivers have about their child's development and behavior, provide parent education, provide resource and referral assistance, and support developmental screening. More intensive support is provided to families on an as-needed basis via office and/or home visits. The support can include providing assessments, infant massage, addressing sleep issues, and more individualized support. The 2017 Playgroup Survey data show that parents had statistically significant positive outcomes (results range from $p=0.02$ to $p=1.59 \times 10^{-30}$). Parents who talked with a specialist at playgroup had, among other things: Learned more about behaviors typical for their child's age, dealt better with parenting issues, felt more supported as a parent, felt less stress, knew more about where to access services, and were more likely to have someone to talk with about concerns/frustrations than parents who hadn't talked with a specialist.

Imperial County

First 5 Imperial continues to sustain programs committed to improving the lives of children ages 0 to 5 and their families: programs that ranged from direct support to strengthen families, to increased investments in early care and education settings, to funding to improve child health. One example of a significant impact is demonstrated

by over a decade of investments to develop programs designed to increase services to children suffering from asthma/asthma-like symptoms. Asthma rates are significantly higher in Imperial County compared to the rest of the state, though the immediate concern is the extraordinarily high hospitalization rates. The Child Asthma Project offered case management, environmental assessment, and treatment services to address this issue with 87 families. The significant benefits of these interventions included substantial decreases in children that experienced emergency room visits, and/or hospitalizations, and reported missing days of instruction due to the condition, in addition to noteworthy increases in the proportion of parents that were administering asthma medications as prescribed and that reported feeling confident in managing their child's condition. Other meaningful accomplishments for FY 2017–18 include extensive support for 84 children in foster care, preschool inclusion services for 18 children with special needs, mobile library storytime activities that provided 3 to 5 books to over 3,000 children attending preschool programs, 30 weeks of home instruction support to 77 children cared for by a parent or exempt care provider, investments to increase lactation rates through progress on the local hospitals adopting Baby Friendly® standards, 10 preschool nutrition/fitness programs to address childhood overweight, planning and development for 2 new Family Place Libraries, continuous quality improvement for 65 childcare sites, and parenting programs for over 200 families.

Inyo County

First 5 Inyo County focuses on strategies to improve early child health and family strengthening, using evidence-based programs and evaluation tools to implement services countywide. Activities to improve early child health focused on Ages and Stages universal developmental screenings and efforts to support family strengthening focused on implementing Triple P (Positive Parenting Program). In FY 2017–18, First 5 Inyo County served 621 children and 216 parents in all their programming, including positive parenting, developmental screenings, newborn support, literacy outreach, childcare advocacy, and other community outreaches.



Through our efforts in Family Strengthening, 77 parents began a Triple P parenting course offered in the community or jail setting. We had a 44 percent completion rate, with 34 parents successfully completing an intensive parenting course. Of those who completed the course, parenting styles in laxness decreased by 25 percent and over-reactivity decreased by 14 percent. In addition to direct service, First 5 Inyo County hosts the Triple P Network, facilitating efforts across the county to support and promote positive parenting.

In its third year of implementation locally, 278 children were screened using the Ages and Stages Questionnaire Third Edition and the Ages and Stages Questionnaire—Social Emotional Editions. These screening tools track developmental and social emotional development progress in children. Both are offered to families in English and Spanish. Of these, 12 percent of children were identified for referral to supportive services. First 5 Inyo County tracks and supports the referrals, working with parents, families, preschools, and family childcare providers to make sure children get access to the services they need.

Kings County

During this past fiscal year, one of the most significant accomplishments of First 5 Kings County was the First 5 Kings County Family Resource Centers. With a funding investment of $718,931, the Kings County Family Resource Centers provide Early Childhood Education, Home Visitation, Developmental Screening, Parent Education and Referral services. During FY 2017–18, 1062 children ages 0 to 5 and 1,159 parents, siblings and caregivers who live in Kings County visited an FRC. The total number of services delivered by the 5 funded FRCs during FY 2017–18 was 27,306.

Other highlights that took place during FY 2017–18 included the following:

- The Linkages 2 Learning project had 2,472 school readiness services. This includes a spring orientation and a fall orientation, and receiving a children's school readiness backpacks.
- The Kings County CARES About Quality (KCCAQ) project provided support, ranking, technical assistance, and materials to 92 preschool and childcare sites. That is a 48 percent increase over FY 2016–17.
- The local CARES project provided training and professional growth advising to 297 professionals working in the early childhood education field.



- The United Cerebral Palsy Special Needs project provided 159 developmental assessments and 210 interventions to children ages 0 to 5.
- The United Cerebral Palsy Parent & Me project served 251 children ages 0 to 5 and 211 parents through weekly center-based early childhood activities.
- First 5 Kings County funded the translation of the 211 resource line database to Spanish, making the information available on the website and mobile application.

Lake County

In 2017–18, First 5 Lake invested in programs serving 2,677 children ages 0 to 5 which equates to 59 percent of all Lake County children in this age group. These are some of the highlights detailing how these children and their families benefitted from First 5 Lake's investment: 194 parents completed Nurturing Parenting classes and 17 new facilitators were trained to keep the program in operation and help it expand. A total of 21,209 children's books were distributed through Imagination Library. Three hundred Lake County adults accessed a new website, www.lakebloom.org, and its related Facebook page with information about activities, games, resources, and more to promote children's kindergarten readiness. "Bloom into Kindergarten" booklets were created with the help of local kindergarten and preschool teachers and distributed to families. Over 70 families received transportation assistance to access health care services. Six homeless pregnant/parenting youth received housing and intensive support services, including parenting education. Nearly 300 preschool children received Second Step lessons from AmeriCorps members to build their social, emotional, and interpersonal skills. Two Early Learning Centers provided a space for parents to play with their children and assess their development. Twenty early care and education (ECE) sites participated in the local QRIS coaching and improvement program and 70 ECE providers participated in the Quality Care Counts conference. Over 400 children ages 2 to 5 were screened for dental issues, and oral health and nutrition education was provided to 341 children and 56 parents in local preschools. Nearly 300 children ages 0 to 5 were screened for developmental issues, of which 32 percent were identified with developmental needs requiring follow-up. First 5 Lake also began the process of drafting a new five-year strategic plan by hosting a convening of over 30 members of the community to provide insight into the most pressing issues facing young children and their families in the county.

Lassen County

Through its investments, the goal of First 5 Lassen is to fund programs aimed at ensuring that all children enter school healthy and ready to learn. During FY 2017–18, the most significant accomplishment of First 5 Lassen was its home visiting program implemented by Pathways to Child & Family Excellence, Inc. With a funding investment of $265,000, this program provided home visiting services to high risk families. The program is designed to improve family support and strengthening as well as improvement in child development, health, and systems of care. Weekly parent education and child development lessons using the Parents as Teachers (PAT) curriculum are provided. Screenings and assessments are completed on both children and parents to determine an individualized approach to addressing child, parent and family needs. The Home Visiting Program served 97 children aged 0 to 5, and 97 parents and caregivers in FY 2017–18. Another 37 children (siblings 6 years or older) participated in the program, increasing the total number of children served during the year to 134. The number of service units provided was 1,947. Home visits occurred on a weekly basis, using the PAT curriculum. Home visiting is having a positive impact on family functioning and child development. The Life Skills Progression tool is used by home visitors to develop a profile of family strengths and needs. Children receive developmental screenings as well as Ages and Stages Questionnaire (ASQ) and ASQ Social-Emotional screenings. All results are showing improvement in the families and children being served. Parent surveys show an overall 99% satisfaction rate with services received. Pathways collaborates with multiple agencies, makes referrals, and connects families to specialized services as needs are identified.

Madera County

First 5 Madera County aims to ensure that all children in the county are healthy, grow up in a strong family environment, and are continuously learning. It is the goal of the local county commission to fund meaningful and sustainable programs that will have a lasting positive impact on the community. The Madera Unified Parent Education Program provides preventative strategies to the parents of preschool children towards bridging the gap between parent involvement at home and in classroom settings. Parents are offered monthly opportunities to attend educational workshops where they learn parent involvement strategies that can be utilized both at home and in the classroom. Parent and Child Time (PACT) is an opportunity for parents to implement the newly learned strategies in the classroom with their child. The success of the Parent Education Program is highly driven by staff dedication to identifying the needs of the parents and delivering services throughout the year in response. The Parent Education Program utilizes specific evidence-based assessment tools to measure program progress and outcomes such as the Desired Results Developmental Profile-15 (DRDP-15), Center on Social Emotional Foundations for Early Learning (CSEFEL), and the Ages and Stages Questionnaire (ASQ-3

and ASQSE-2). During FY 2016–17, a total of 909 preschool parents and 563 students received services. A total of 31 children received a developmental and/or behavior intervention referral by teaching staff throughout the year. Intervention services were successfully provided to 27% (n=8) of these students. Parents were offered 84 opportunities to attend learning workshops. A total of 10 PACT activities were offered with a cumulative total of 2,126 parents attending throughout the year. The outcomes of this program include: 1) increased parent involvement; 2) noteworthy DRDP scores in targeted developmental domains; and 3) enhanced understanding of parental needs. The Parent Education Program continues to be a significant contributor to improving parental involvement in the classroom and home environment.

Marin County

First 5 Marin has taken "community outreach" to a new level—they formalized "convenings" by scheduling monthly public policy forums that are offered to all community partners. Participants attend at no cost, and even get a little breakfast. The event series is called the "Marin Communications Forum."

With just two employees, First 5 Marin has found an efficient and cost-effective way of offering educational presentations, trainings, professional development opportunities, and community interest events to their colleagues. They select important "First 5 topics" and trending issues, identify speakers, and draft an agenda for a 2 to 3 hour workshop. A local hotel handles most of the on-site logistics. Events are announced on Facebook and invitations are made on Constant Contact (which also manages the registrations).

The forums offer important networking opportunities; First 5 Marin connects with their community partners, and colleagues connect with one another.

Topics range from issues directly related to First 5 (The Pre-K to K-12 Transition) to broad policy discussions like racial disparities. In the last year, there also were sessions on children and technology (with Common Sense Media), childhood poverty and the safety net (with the Public Policy Institute of California), Latino civic engagement; affordable housing, low-cost legal services, childhood mental health, cannabis, and financial literacy.

The Marin Communications Forum is now well-known enough that partners ask First 5 Marin to schedule an event for their project or topic of interest. Most recently, First 5 Marin partnered with their county Health and Human Services staff, the local food bank, and others to host an event about hunger, food insecurity and reducing "missing meals." The forums are now a key component of many countywide collaborative efforts.

Mariposa County

During this past year, one of the most significant accomplishments of First 5 Mariposa was the School Readiness Program, funded for $223,542. The School Readiness Program serves two preschools—Catheys Valley and Lake Don Pedro. The preschools provide an outstanding play-based preschool program that prepares the children for kindergarten. The facilities, curriculum, and activities are creative, educational, and focus on developmentally appropriate activities. This year there was a continued focus on Science, Engineering, Technology, and Math (STEM). In addition, the staff worked closely with the parents and shared Desired Results Developmental Profile (DRDP) and Classroom Assessment Scoring System (CLASS) assessments, highlights of growth/accomplishments and developmental strategies during the parent conference sessions.

Another funded program that was highly successful was the Children's Dental Health Program. The program was funded for $30,000 for FY 2017–2018. This program provided additional dental screenings by the Dental Hygienist, dental services for children with severe dental problems, and referrals for dental screenings treatment. Three local dentists provided reduced cost dental services to families who were in crisis and without resources.

Another funded program that was highly successful was the instructional aide hired to work in the Mariposa Elementary School Transitional Kindergarten classroom. The program was funded for $16,882 for FY 2017–2018. The instructional aide worked with the reading program/assessments, and she provided extra assistance to children who were having difficulty. Having the aide in the classroom also provided time for the teacher to work with the children individually. The class had 25 Transitional Kindergarten students who ranged in ages of 4 to 6 years. Having an aide made it possible for the students to work on enrichment projects and technology.

First 5 Mariposa appreciated the First 5 Express Van coming to Lake Don Pedro Preschool and Mariposa County. The activities and presentations were well received, and the families enjoyed participating with their children. The First 5 Express is a bilingual children's activity center that travels across California to inspire families to understand the importance of a child's earliest years and the positive impact they can have on brain development through talking, reading, and singing.

The last exciting event that First 5 Mariposa would like to highlight is the Hero Award. This is a long-standing honor for First 5 Mariposa—celebrating volunteers and folks who enjoy working with children and making a difference in the community. This year First 5 Mariposa honored Carol Bozsik (Lake



Don Pedro Preschool) who helps in her grandson's preschool. Also honored was Rhonda Grogan, a daycare provider, located in the Southeast part of Mariposa County.

Mendocino County

During the past fiscal year, First 5 Mendocino continued to help build the professional skills of those who work with Mendocino County's youngest and most vulnerable. This was done through a conference, Triple P trainings, and Community Resiliency Model® trainings, all targeted to decrease the negative effects on a child's brain from trauma. January 2018 was Mendocino County's first ever Positive Parenting Awareness Month. First 5 Mendocino received a proclamation from the Mendocino County Board of Supervisors and launched Triple P Transitions and Triple P Lifestyles. Transitions is a group that helps parents/families cope with changes or "transitions" in their lives (e.g., divorce, foster parenting, etc.), while Lifestyles takes the traditional Triple P group and adds a component on health and nutrition. First 5 Mendocino continued to hold trainings for community resiliency skills from the Trauma Resource Institute. Trainings were expanded out to the coastal regions. Follow-up support was provided to local facilitators that were trained to offer skills in the community. These skills proved to be incredibly instrumental, as Mendocino County faced devasting fires multiple years in a row. In June, First 5 Mendocino held a one-day conference: Understanding Your Trauma Through the Science of Resiliency. Dr. Linda Chamberlain spoke on health issues related to trauma and the implications for brain development. During the conference, Graphic Recorder Maria Pappas, captured the material in a visual representation to reinforce learning and to speak to those that are visual learners. Attendees at this free conference included preschool teachers, social workers, hospital staff, and home visitors. Additionally, First 5 Mendocino was approached by the Cahto Tribe to help them build a more family friendly workplace by providing in-house childcare for their staff and tribal members. With many of their staff recently having children, the Cahto Tribe wanted to give the family members returning to work some support, and with childcare centers being scarce in their rural area, they felt it was in the best interest for everyone to set up a daycare center on site.

Merced County

First 5 Merced County (F5MC) spent approximately $1.8 million to support services for more than 8,800 children, caregivers, and providers to build and enhance the five protective factors that promote optimal development and enhance the system of effective family support/strengthening programs. Examples of funded family-strengthening programs include:

- ACE Overcomers, which provides comprehensive services to at-risk families to help them overcome adverse childhood experiences
- Sierra Vista Child and Family Services, which provides a continuum of community-based mental health services children and families
- Project Prevention's Hmong Culture Camp, which supports Hmong-English dual-language learning for preschool-aged children

Further, F5MC shifted its focus from direct services reliant on F5MC funding to leveraged and sustainable direct services and systems change efforts. These new efforts are innovative, quality interventions for family support that result in long-term change to an organization's culture, professional norms, policies, procedures, or increase systems efficiencies that impact young children and their families. One example of a systems-focused program funded by F5MC is Afra Maternal/Child Church-based Health Network. The Network addresses health disparities in Merced County by connecting women of color who are pregnant or mothers of young children with existing community services. Broader activities, including the Children's Summit, Early Educator's Institute, the Week of the Young Child event, local program/event sponsorships, and Hands on Heroes, aim to increase awareness and advocacy for early childhood, while also increasing access to high-quality environments for families.

Modoc County

First 5 Modoc continues to ensure the optimal health, development, and well-being of children ages 0 to 5 and their families by continually investing in programs that enable families to be primary caregivers and teachers to their children. Highlights from First 5 Modoc investments during FY 2017–18 include: The School Readiness and Strong Start programs, an investment of $123,160 that funded two separate early education programs, both providing high-quality educational experiences for 20 children throughout Modoc County. The Tulelake/Newell Family Resource Center, an investment of $20,337, strengthened families and promoted self-sufficiency through services and activities. The FRC provided parenting classes, resource and referral, case management, playgroups, health and nutrition benefit access, and safety education to serve a total of 72 children and 61 adults. The Healthy Beginnings program, an investment of $31,380, is a collaborative project between Public Health and Behavioral Health. This program provided families with access to positive parenting education, case management, and nutrition and health related topics. Forty-four children and 64 adults were served. The Dollywood Imagination Library, an investment of $4,729, provided age appropriate books at no-cost to participating families each month until the age of five years old. The program is designed to inspire a love of reading and it encourages family participation.



Over 230 children were enrolled this year. The BABIES (Bathrooms Accessible in Every Situation) project, an investment of $536, implemented improvements to systems of care with equal access to public restroom facilities on a year-round basis to families with children ages 0 to 5. Thanks to strong community partnerships and collaborative efforts, First 5 Modoc's investments are successful and continue to provide much needed support and services to Modoc County.

Mono County

First 5 Mono County's goal is to enhance the network of support services for families with children ages 0 to 5 years. To this end, the commission invested in and leveraged funding for: Child Development: school readiness, preschool, and child care quality; Family Functioning: family behavioral health and home visiting; and Child Health: oral health and child safety. Without the First 5 California Small Population County Funding Augmentations the majority of our programs could not be sustained. Home Visiting using the Parents as Teachers curriculum supported parents in myriad of ways and continues to be the commission's largest investment. Transition to Kindergarten activities supported families with Kindergarten Round Up, Summer Bridge (a two-week classroom-based program for incoming kindergartners), and school readiness assessments. Early literacy was supported with free book distribution from First Book and the Raising a Reader program. Peapod Playgroups served 23 percent of children ages 0 to 5 in the county, provided an opportunity to socialize, and supported child development. Topical fluoride varnish application was provided twice in early learning settings to support oral health. Health and Safety Fairs provided families connections to resources. Child safety was improved through Safe Kids California, Mono Partners, with free car seat and bike helmet distribution. Ages and Stages developmental screenings were administered through Improve and Maximize Programs So All Children Thrive, and Home Visiting. A half million dollars in federal funding for childcare was accessed by a successful



Community Development Block Brant application completed by First 5 in partnership with the County and Eastern Sierra Unified School District to operate two centers for two years.

Monterey County

First 5 Monterey County (F5MC) invested $5.19 million in FY 2017–18, providing services to about 21,400 young children, parents, and providers. This was the first year of a new strategic plan where F5MC focused its time and resources to establish a new way of supporting the system of care for families in the county. F5MC's strategies include (a) policy and advocacy, (b) funding Integrated Service Collaboratives, (c) building capacity for the Collaboratives, service providers, and students pursuing careers in early childhood, (d) increasing funding available for early childhood in the county, and (e) evaluating the impact of the work. In FY 2017–18, five multi-year grants began for Integrated Service Collaboratives enabling local networks of local agencies serving young children and their families to offer screening, referrals, and care coordination to improve family access to cohesive services. Other system-oriented efforts facilitated local policy and legislative shifts. F5MC worked to insert early childhood policies into city general plans. The City of Gonzales adopted policies that include providing city childcare subsidies, creating a childcare task force, and supporting professional development opportunities for childcare providers. Also, F5MC and early childhood advocates in Monterey, Santa Cruz, and San Benito helped create the Central Coast Early Childhood Policy Network. With 60 participants representing 30 different organizations throughout the participating counties, the Network used the First 5 Association of California platform as a basis to create a unique, joint regional policy platform. F5MC actively participated in county community efforts around the allocation of cannabis revenue. Activities included community listening sessions in each supervisorial district, phone surveys, and an online poll. Thanks in part to years of F5MC consciousness raising, early learning and preschools were identified as top priorities.

Napa County

Through its investments, the goal of First 5 Napa County is to support a comprehensive system of services that ensures children ages 0 to 5 of Napa County will enter school healthy and ready to learn. During FY 2017–18, First 5 Napa County made a $132,000 investment in programs aimed at building strong families. ParentsCAN received $50,000 of that investment to implement an integrated protocol with



health care providers to screen children and provide consultation and referrals to families, so children have access to the appropriate developmental and mental health services they need.

In 2017–18, ParentsCAN coordinated the screening of 234 children using the Ages and Stages Questionnaire, ASQ and ASQ Social Emotional:

- 130 screenings were completed at health care provider visits.
- 104 screenings were conducted by ParentsCAN.

Based on the screening results, ParentsCAN conducted informational consults with families in need and made referrals to treatment and services when necessary (e.g., basic safety net services, community service providers, health care providers).

- 188 informational consults were conducted with families.
- 62 referrals were made for treatment and services.

Parents reported that they feel more comfortable advocating for their children and have more support and information needed to make informed decisions about treatment and services for their children.

- 95% had an increased understanding of their child's disability/diagnosis.
- 95% were more familiar with local services and supports for their child.
- 85% felt more confident working with health and social service professionals.

Nevada County

To uphold their vision that Nevada County children will thrive, First 5 Nevada County (F5NC) fosters and supports programs that promote health, wellness, and child development for children ages 0 to 5 and their parents through four initiatives: early learning, family strengthening, communication and outreach, and capacity building and systems change.

In October 2017, F5NC received a grant from Nevada County Public Health to provide Parent Cafés focused on developing the five protective factors, growing parent leadership, and creating connections among parents. F5NC rolled out the café program by hosting Partner Cafés which were attended by 26 family service agency providers and 24 child care providers, giving them an understanding of and enthusiasm for the Parent Café model so that they could more effectively tell parents about the cafés. Through June 30, 2018, F5NC hosted 20 cafés attended by 46 parents (unduplicated). Four parents have been trained as table hosts, a leadership position crucial to the functioning of the cafés for which they receive a stipend. F5NC collaborated with two non-profits, one of which provided the space for the cafés and one of which added the cafés to a monthly home-visiting client socialization gathering.

A focus group held with café participants by an outside evaluator showed parents value the cafés and feel that they have increased the amount of support in their lives, their self-care, and their understanding of parenting and child development. Parents said:

"Reaching out to other people is hard. It [the Family Cafés] makes me reach out more."

"Talking about challenges together feels really, really, really good. It's validating; you feel connected, and you don't feel as alone." "It's totally brought my stress level down."

"Here we have a deeper facet of non-judgment. You can talk about how hard it is."

Orange County

The Children and Families Commission of Orange County is strengthening the early childhood infrastructure through systems-level impacts that lead to better integration and coordination among agencies that serve young children and their families. To that end, two successful examples include the Intergovernmental Transfer (IGT) funding transactions and the Early Development Index (EDI) school readiness assessment tool. The Commission partners with the county's managed care organization, CalOptima, and has completed three transactions drawing down close to $4 million of federal Medicaid funding for reimbursement of uncompensated care for Medi-Cal beneficiaries. These transactions have leveraged federal funding that support investments in children's health and alleviate program funding demands on the Commission's declining budget. The Commission funds MOMS Orange County to improve rates of early prenatal care and birth outcomes and Help Me Grow Orange County's developmental screening program to improve early identification and intervention strategies for young children with behavioral and developmental concerns and connect children with appropriated services. The EDI has been fully implemented at 379 schools with a kindergarten population to assess kindergarten student's readiness for school in five key developmental areas. With 28,717 valid EDI records completed this year, Orange County is the only county in the nation with 100 percent EDI participation of its public schools and with a countywide dataset tracking the school readiness of incoming kindergarten students. The EDI data are used by nonprofit, government, and business organizations to monitor populations of children over time, report on populations of children in different communities, predict how groups of children will do in elementary school, and inform policies concerning young children and their families.

Plumas County

First 5 Plumas County Children and Families Commission's primary strategy in realizing its vision and fulfilling its mission is through the support of home-visiting services. Currently, the Commission funds four direct service grants that provide home visiting services to families (including foster parents) who have children ages 0 to 5. All programs utilize the Strengthening Families™ Protective Factors framework to support and measure success. During

FY 2017–18, First 5 Plumas County investments in home visiting resulted in the following accomplishments:

- Families are engaged in home-visiting services
  - A total of 106 families were provided with home visiting services, 31 of which received integrated care.
  - A total of 852 service contacts were made by home visitors in which 4,237 services were provided.
  - Over half of the children were screened using the Ages and Stages Questionnaire, while two were screened using the Social Emotional version of this tool.
- Families are stronger as a result of home-visiting services
  - All of the home-visiting programs identify outcomes achievements related to each of the five Strengthening Families™ Protective Factors. In each of the protective factors, there was an increase in parental perception of skills, supports, and knowledge after having received home-visiting services.
  - Over 90 percent of parents agreed that the program has helped them improve their parenting skills.
  - Over 80 percent of parents agreed that the program has helped them reduce the stress in their lives. Families accessing services report a high level of satisfaction. An overwhelming majority of parents who completed the questions related to client satisfaction at the end of the Protective Factors survey were very satisfied with the home-visiting program.

Over 95 percent of parents agreed that their overall satisfaction with services was very good and that their ideas and opinions are welcomed and included in the program.

Riverside County

Strategic partnerships have been the focus in Riverside County to address sustainability in many investments. Emphasis has been placed on areas that enhance increased access to quality early learning environments for children and strengthening the professional development system for early care and education providers, promoting early identification and intervention throughout First 5 Riverside-funded programs, supporting team-based interventions in behavioral health to ensure a holistic and comprehensive approach in assessing needs, expanding home visitation capacity to increase family resilience and decrease child abuse and neglect, and diversifying funding to provide innovative solutions for children and families. Outstanding results have been achieved through Quality Start Riverside County (QSRC) resulting in almost 2,300 early education instructors benefiting from technical assistance and professional development to increase quality in their classrooms and curriculum as well as enhancing child-teacher engagement. This comprises 430 licensed sites participating in QSRC and 1,115 children provided with access to child care. Ongoing investments that have expanded pediatric healthcare have come to fruition, with University of California, Riverside (UCR) School of Medicine graduating 5 pediatric residents, who are now practicing in Riverside. Significant accomplishments include regional partnerships with First 5 San Bernardino and Loma Linda Children's Hospital to begin planning the launch of Help Me Grow to leverage resources and develop a comprehensive systems-level approach to support the success of young children and to connect them readily to developmental services. Other highlights included: breastfeeding support services delivered to over 6,705 mothers, more than 3,500 children received mental health screenings and 823 received treatment services, and 631 children received water safety classes/swim lessons.



Sacramento County

In anticipation of fewer resources to invest in direct services, the First 5 Sacramento Commission activated efforts to impact children's services on a larger systemic scale. The Commission allocated staffing directed toward policy, advocacy, and sustainability, and has integrated sustainability planning into its strategic direction.

The Commission: 1) Established a Sustainability Committee as a subcommittee to support and advise staff and the Commission on furthering policy, advocacy, and sustainability efforts; 2) Created Policy Priorities that provide parameters to track proposals and legislation, and coordinates with local and statewide advocacy groups to improve outcomes for children; and 3) Created a Policy and Advocacy Protocol to guide how First 5 Sacramento will take positions on federal, state, and local policy matters related to the Policy Priorities.

During FY 2017–18, First 5 Sacramento developed a Sustainability Plan with the goal of sustaining children's health, development, and family empowerment outcomes, and the systems that promote them. The

Commission identified strategies related to public awareness and action, policy change, and financial resources to be implemented over the next three years. Most notably, the Commission turned its focus to the sustainability of funded agencies by launching the "Certified Sustainable Initiative." Through Certified Sustainable, partners receive capacity building, coaching, and technical assistance in the development of an agency specific Sustainability Plan to safeguard core services to families as First 5 funding declines.

San Benito County

In FY 2017–18, First 5 San Benito provided services, supports, and resources to children, families, and providers that addressed the First 5 California four result areas: Improved Family Functioning, Improved Child Development, Improved Child Health, and Improved Systems of Care. Outcome highlights related to these results are summarized below. According to pre-post survey results, parents participating in Family Wellness Court parenting classes demonstrated significant improvement in family functioning, particularly in family members' ability to express their needs and feelings to one another. Parents as Teachers home visiting participants said that the program greatly improved their knowledge of child development and how to meet children's social and emotional needs. Participants in Raising a Reader reported a significant increase over time in their child's reading engagement (such as asking questions about the book), and 99% of participants in Story Time at the public library said this program gave them ideas about how to make reading fun at home. To address Improved Child Development, First 5 San Benito enrolled 26 Early Childhood Education providers in the Quality Rating and Improvement System program, who created professional development plans and completed at least 30 hours of professional development. Child health was addressed through the inspection of 38 car seats for safe and appropriate installation, and the distribution of 37 new car seats. Finally, to contribute to Improved Systems of Care, 17 service



providers were offered a series of trainings designed to improve the capacity of professionals in the county to provide trauma-informed care. They showed statistically significant improvements in their knowledge of the topics covered, including trauma, stress, resilience, and emotion regulation.

San Diego County

First 5 San Diego's public education campaign recently earned national recognition. First 5 San Diego was recognized with three Edward L. Bernays Mark of Excellence Awards from the Public Relations Society of America for its Annual Report, "Talk, Read, Sing" public service announcement (PSA), and website. First 5 San Diego's PSAs also earned Emmy® nominations from The National Academy of Television Arts & Sciences this summer in the Community/Public Service–Single Spot/ Campaign and the Writer-Short Form categories.

San Diego was one of three counties featured in The David and Lucile Packard Foundation's *Early Identification and Intervention Systems in California* report. The report highlighted San Diego's cross-sector collaboration and long-term partnerships through First 5 San Diego's Healthy Development Services initiative. It also explores the experiences of Alameda and Santa Clara counties in an effort to learn more about early childhood development identification and intervention systems.

Prevent Child Abuse America revised the Healthy Families America (HFA) 2018-2021 Best Practice Standards to include practices developed by First 5 First Steps. First 5 San Diego's First 5 First Steps provides home visitation for pregnant and parenting teens, military, refugee/immigrant, and low-income families. Although First 5 First Steps had been following the HFA model since the program's inception in 2013, it developed additional practices to better serve the needs of its families. Some of these practices include the development of a Family Service Plan and the use of the Ages and States Questionnaire Social Emotional-2.

San Francisco County

First 5 San Francisco works to ensure that all children birth to age five will thrive in supportive, nurturing, and loving families and communities by advancing systems of support for quality early childhood education, family well-being, and early intervention. Investments in the Quality Connections Quality Rating and Improvement System now extend to all city-funded early education centers, reaching a total of 9,364 children in 411 participating programs. Nearly 2,000 providers received Quality Connections professional development, including over 10,000 hours of in-depth coaching instruction. As a result, percentages of programs meeting quality benchmarks continue to rise in the areas of instruction (62% meeting quality cut-off scores), environments (91% meeting quality cut-off scores), and adult/child interactions (98% meeting quality cut-off scores).

San Francisco's network of 26 Family Resource Centers are now in their ninth year of operations and with approximately 12,000 parents and children served annually, they are dedicated to ensuring that San Francisco families are connected to city resources and thriving. Across all services, 96% of participants surveyed in 2017–18 agreed that they were provided valuable family supports. Data from more intensive services show that 67% of case management participants had progressed and were no longer at-risk in one or more of five areas aligning with Protective Factors for child abuse and neglect.

San Francisco's Help Me Grow Initiative continued to expand early

identification and intervention efforts in 2017–18 with just under 6,000 children receiving a developmental screen. A total of 1,194 children were referred to a Help Me Grow Family Resource Specialist due to developmental concerns or special needs; 93% received the support they needed from the call-center or were successfully connected to a service.

San Joaquin County

First 5 San Joaquin (F5SJ) has been focusing on leveraging additional resources and partnerships in order to bring services related to systems change to the community. Two initiatives will be highlighted in this report. The first one is the Weed Free Baby campaign. The alarming rise in pregnant and new moms smoking marijuana led F5SJ to launch an awareness campaign to help protect babies. The campaign, lasting only two months in its first phase of implementation, showed the following successes: The campaign generated 14 stories on newspaper, television, and radio according to data compiled by NewsTrak. The stories totaled nearly 10 minutes of on-air coverage, viewed by a television audience of 295,224 and 76,700 radio listeners. Convenience store posters resulted in 4,340,000 impressions. Ads ran on one local radio station resulted in over 1.5 million impressions (listenership). Display banners, geo-fencing, and audio streaming resulted in a total of over 1.4 million impressions (how many times it was seen/heard). The overall click through rate (CTR), people who clicked an ad versus how many saw the ad, resulted in .39%. The highest combined CTR came from the banner ads with a total .49% CTR. The healthcare industry benchmark for digital ads is 0.09%, showing the high performance of this campaign. Campaign ads ran on Facebook resulted in nearly 1,000 "clicks to site" (weedfreebaby.com) and over 179,000 impressions. An overall goal was to elevate conversations with mothers and providers on this issue. The second initiative is San Joaquin Treatment & Education for Everyone on Teeth & Health (SJ TEETH). Nearly 32,000 local children will receive oral health services over 3.5 years, including fluoride varnish, screening for cavities, referrals to dentists, and other critical oral health services as part of a $3.5 million grant awarded to the San Joaquin County community by the California Department of Health Care Services. SJ TEETH, a coalition of three dozen local health, education, and nonprofit organizations, collaborated to develop the successful grant proposal to participate in the statewide Local Dental Pilot Program (LDPP) aimed at improving access to dental care for income-eligible children. Some findings from the first year include: In SJ TEETH's first six months, care coordinators served 238 children; according to care coordinators' records, of the 238 children served, 54% received dental care in 2017 after enrolling in SJ TEETH care coordination. The majority of these children (82%) received dental cleanings, and 15% received dental screenings. Parents who responded to a phone survey following their child's preventive dental visit spoke positively of care coordinators' ability to connect them with dental services.

San Luis Obispo County

First 5 San Luis Obispo County (First 5 SLO County) continued its work in four Priority Areas: Perinatal Readiness, Child Health and Development, Early Learning, and Family Strengthening. Nearly $3 million in multiyear contracts were finalized for a range of services benefitting young children, families, and caregivers. Two new program investments expanded support for strong families – a partnership with the United Way for Born Learning Academy bilingual parent groups, and expansion of early childhood family advocacy into Atascadero and Nipomo through a contract with the local child abuse prevention council. A blended funding model was enacted by First 5 and California State Preschool Program, allowing for maximum service capacity and enrollment of families who were financially challenged but minimally over the income eligibility threshold. First 5 SLO County has continued in its role as funder and facilitator of ongoing collaboration among partner agencies in the SLO County Quality Counts Consortium. Planning toward a Help Me Grow system gained momentum this year, including a large stakeholder convening, identification of pediatrician champions, launch of a developmental screening pilot at a local Federally Qualified Health Center, and a proposal for funding from the Mental Health Services Act Innovation program to support a developmental screening partnership between parents and pediatricians. The 2018 Advocacy Agenda included eight goals that align with First 5's strategic plan. One goal – increased culture of family-friendly workplaces – gained traction through the process of updating the SLO County Chamber of Commerce Economic Vision Statement to include language and priorities related to young children and families. Public-awareness building has





remained core to First 5 SLO County's work, including a second successful year of monthly Hands-on Hero promotions aligned with the Children's Bill of Rights, and a frequent visual presence at local family festivals, social media posts, ongoing local *Talk.Read.Sing.*® promotion, event sponsorships, and an upgraded agency website.

Santa Barbara County

First 5 Santa Barbara County (First 5 SB) devotes its funding and organizational capacity in the following two primary areas: Family Strengthening (FS) and Early Care and Education (ECE). This past fiscal year within ECE, First 5 SB achieved several noteworthy results in improving the quality of childcare setting for children: In FY 2017–18, 149 sites participated in the Santa Barbara County Quality Rating and Improvement System, which included 67 childcare centers and 25 family childcare homes. Baseline and post-assessment information was available for 62 of the participating centers and 18 of the participating family childcare homes. For both, there was a statistically significant improvement in the overall quality of the program over time (i.e., from baseline to latest post-assessment), $t(90) = -26.72$, $p < .001$ for centers and $t(25) = -18.04$, $p < .001$ for family childcare homes. In FY 2017–18, the FS focus area achieved the following: Programs made 2,439 referrals for children and families for additional support services. The majority of referrals (84%) addressed the area of concrete support (basic needs, childcare, education, job training, financial assistance, or health and wellness). At follow-up, the vast majority of the referrals made were successful (73%) or services were in progress (14%). Evidence-based parenting programs showed statistically significant improvements (n=159) in social support, concrete support, nurturing/attachment, and certain indicators of parenting knowledge. FS partners monitored the growth of case managed families across several important family functioning domains using the evidence-based Family Development Matrix (FDM). Parents who had at least two quarterly assessments on the FDM (n = 100) during FY 2017–18 showed statistically significant improvements in the following areas: access to services, parenting, basic needs, and emotional health.

Santa Clara County

The aim of the Universal Developmental Screening Initiative (UDS) is to ensure that developmental and behavioral screening with a standardized tool for children ages 0 to 5 is routinely conducted during well-baby/well-child checks in pediatric clinics and practices throughout Santa Clara County. This Initiative uses the Ages and Stages Questionnaire, 3rd Edition, (ASQ-3) and the Ages and Stages Questionnaire: Social Emotional as the standardized screening tools for its pilot program. Due to the success of this pilot program, the Santa Clara County Health and Hospital System invested in 7.0 FTE Licensed Vocational Nurses who conduct developmental screenings each of their eight county operated pediatric clinics. In addition, First 5 Santa Clara invests in staff who conduct developmental screenings at four community health clinics to expand UDS to all community health clinics in the county. In an effort to promote healthy development during the prenatal period, First 5 Santa Clara partners with the Santa Clara County Public Health Department to implement the Universal Perinatal Screening Pilot program in four OB/GYN clinics throughout the county. Pregnant women are screened with the 4Ps Plus, a validated screening instrument specifically designed to identify pregnant women at risk for use of tobacco, alcohol, or illicit drugs. This tool also screens for intimate partner violence, depression, and anxiety. Through UDS, pregnant women and children who are identified with a concern are connected to early intervention services. Pregnant women receive home visitation from a Public Health Nurse. In addition of the 19,000 children screened, approximately 1,700 were connected to Help Me Grow/KidConnections (KCN) for further assessment, home visitation, and therapeutic services. Last fiscal year, 121 pregnant mothers received a 4Ps Plus screening and 90 received home visitation services. Children and their families served by KCN experienced the following positive outcomes: Overall, the percentage of children who had one or more flagged domains on the ASQ-3 reduced from 55 percent at baseline to 40 percent at follow up. Families, as measured by the Child and Adolescent Needs and Strengths–Early Childhood (CANS-EC) showed 78 percent improvement in parent-child interactions. As demonstrated by Keys to Interactive Parenting Scale, 44 percent of parents improved their parenting skills

Santa Cruz County

In 2017, the Santa Cruz County Board of Supervisors approved Supervisor Ryan Coonerty's request to establish the Thrive by Three Early Childhood Fund, dedicated to improving a range of health, family support, and early care and learning outcomes for Santa Cruz County's youngest and most vulnerable children. Building on a system of care approach that First 5 Santa Cruz County helped develop, the County of Santa Cruz engaged First 5 in FY 2017–18 to coordinate the initiative, build capacity of the system, and facilitate its evaluation.

In its first year of operation, Thrive by Three has established an Advisory Committee under the First 5 Commission, increased home visitation capacity in the county through enhancements to the Families Together and Nurse Family Partnership programs, launched the Early Learning Scholarship Pilot designed to help infant and toddler care providers close the gap

between the cost of high-quality infant/toddler care and available subsidies, conducted a "Child Care Developer Fee Study" that resulted in county staff recommending a graduated fee increase over the next three fiscal years that will increase revenue for child care facilities by 80%, supported the county office of education's efforts to submit to the California Department of Education an "Individualized Child Care Subsidy Pilot Plan" for Santa Cruz County, and established a Thrive by Three Evaluation Plan as well as the first Preliminary Evaluation Report of the initiative in May 2018.

In FY 2018–19, First 5 Santa Cruz continues to provide backbone support to the initiative by convening the Thrive by Three Advisory Committee, continued implementation of a coordinated entry system and the Early Learning Scholarship program, and ongoing coordination and evaluation of the initiative.

Shasta County

First 5 Shasta's investment in early childhood is guided by its strategic framework and five Pathway Goals: Healthy, Well-timed Births; Health and Development on Track; Supported and Supportive Families; High-quality Childcare and Early Education, and Continuity in Early Childhood Experiences. FY 2017–18 highlights included:

- Continued work with community partners around Adverse Childhood Experiences education, prevention and intervention.
- Provide Neonatal Intensive Care Unit families with books to read to their infants. Reading aloud provides exposure to language and opportunities for attachment in a noisy, stressful, and intimidating environment.
- Supporting the Healthy Babies Program, which provides mental health services for pregnant women and mothers of children ages 0 to 2 experiencing depression or anxiety brought on or exacerbated by pregnancy or during the postpartum period.
- Support of Bridges to Success, a Shasta County Office of Education program that serves parents and care providers of children at risk of preschool/child care expulsion. The program offers Second Step, in-class behavior management support, and evidence-based mental health services.
- Training for providers and parents through First 5 Institute. Activities include professional development, library story times, and the management of a calendar of parent-child activities and professional trainings in the community.
- Coordination of 44 parent-child events and community activities serving 2,219 children ages 0 to 5 during the annual Week of the Young Child.
- Distribution of over 17,000 childrens books through a wide range of community partners and at a variety of community events.

Sierra County

The vision of First 5 Sierra is to ensure a continuum of appropriate and integrated health, education, and recreational support services from prenatal to old age for a balanced and sustainable Sierra County community. First 5 Sierra focuses investments on accessible, high-quality early learning opportunities for families, family support programs, maternal prenatal health, dental health screenings, child safety, and family literacy. First 5 Sierra's strongest and most successful program continues to be its preschool tuition subsidy which supports working families, most of whom would not be able to send their children to preschool without tuition assistance. Sierra County continues to have an extremely high rate of preschool attendance, with over 90% of students having attended high-quality preschool prior to entering kindergarten. First 5 Sierra strengthened its commitment to supporting families through the development of new programs, including Mommy & Me, focused on support and education for new mothers and Parent Cafes, a collaboration with Public Health, Family Resource Center, and Resource and Referral, offering families parenting education and social support. The message of the importance of parents' influence on their child's brain development is one that First 5 Sierra seeks to inculcate throughout the community. This year, First 5 Sierra launched Dolly Parton's Imagination Library—free books mailed monthly to children under the age of 5—a program whose importance in boosting early literacy is even greater in Sierra County as it is one of the only California counties without a library system. First 5 Sierra's Provider Network program continued its successful professional development training series for its preschool teachers and childcare providers, focusing on the foundations of positive behavior in children and understanding and managing challenging behaviors.

Siskiyou County

First 5 Siskiyou's primary focus is to build public will and sustainable, systemic investments to help parents raise children who thrive. Being a rural, sparsely populated county, the only way to stretch First 5 funding to its fullest potential is through systems collaboration. First 5 Siskiyou, therefore, helps support several county-wide collaboratives, such as the Siskiyou Professional Development Partnership, Siskiyou Family Resource Center Network, Siskiyou Home Visitation Systems Coordination, Help Me Grow Siskiyou, and Siskiyou Strengthening Families Collaborative (parent education).

Highlights of First 5 Siskiyou investments in FY 2017–18 include:



- First 5 Siskiyou doubled its impact in the county, in that it leveraged over 100 percent in additional funds above its base allocation
- Standardized county-wide kindergarten readiness assessment showed the impact of First 5 Siskiyou: Data showed former First 5 participants were more likely to be read to by their parents, visit the library, and had more kindergarten preparation activities. Additionally, nearly half of former First 5 Siskiyou participants were fully ready for kindergarten, compared to 34 percent of children who had not engaged with First 5 Siskiyou.
- Family/Community Resource Centers (FRC) continued to be the hub for First 5 Siskiyou efforts: Located in seven communities throughout the county, FRCs served 1,617 children and 1,614 caregivers with drop-in services, resources, referrals, free books, screenings, playgroups, CalFresh application assistance, Harvest of the Month activities, and parenting education.
- Over 20,000 books were given children: First 5 championed several causes to create more literacy rich homes, including the 10th Annual Read Across Siskiyou 2017 (5,000, 51 events), and Dolly Parton Imagination Library (769 children received monthly books, and 8,842 books were mailed). Another 13,000 books have been provided to families at family fun events, fairs, hospitals, preschools, FRCs, play groups, story time events, and Reach Out and Read



medical provided partnerships.
- Parenting education helped parents be their children's best first teacher: First 5 Siskiyou coordinated the Siskiyou Strengthening Families Collaborative to offer over 224 sessions of evidence-based parenting education series and workshops.
- Help Me Grow created a coordinated system of screening and support. Over 500 children received vision, dental, and hearing screenings from KHSI, and staffing and service protocols are being developed for developmental screenings.
- Professional development trainings created the shared knowledge and commitment needed to sustain our systems. First 5 Siskiyou's Professional Development Partnership held eight different trainings, reaching 351 attendees. Trainings covered topics related to sensory processing disorders, building resiliency in children and adults, Strengthening Families 5 Protective Factors, supporting families impacted by abuse of alcohol and other drugs, stress management, and training of trainers for ASQ/ASQ-SE and Nurturing Program.

Solano County

First 5 Solano continued to implement its high-quality programs in the priority areas of Health and Well-Being, Early Childhood Learning and Development, and Family Support and Parent Education. Highlights of services that took place during FY 2017–18 include:

- 8,215 Solano residents were served by First 5 Solano.
- Help Me Grow Solano served 1,660 individuals, connecting them to resources in the community. In addition, Help Me Grow Solano established new partnerships with 24 child healthcare providers.
- Enrolled 61 early care and education sites in QRIS, exceeding the target by five sites.
- Provided 771 children and families with case management, including connection to basic needs, financial literacy skills, and parent education. 100 percent of 119 children receiving assessments from a child welfare social worker remained safely in their homes.
- Secured health insurance for 691 expectant mothers and children.
- Screened 324 high-risk children for developmental and social-emotional concerns.
- Provided 297 children with mental health treatment.
- Provided 435 children, who had no prior preschool experience or were high-risk, a Pre-Kindergarten Academy to prepare them transition to kindergarten. Nearly 80 percent of the children were "ready to go" or "nearly ready to go" to kindergarten at the end of the four-week program.

In addition, First 5 Solano implemented the second year of its Systems Change Action Plan with the goals of strengthening, expanding, integrating, and sustaining early childhood systems in Solano. Highlights of activities in the second year include:

- 26 nonprofit leaders attended the four-month UC Berkeley Extension Fundraising and Volunteer Management Program.
- Completed a nonprofit capacity assessment to inform future capacity building efforts.
- Conducted screenings and community discussions of the film *Resilience: The Biology of Stress & the Science of Hope*. Began development of a countywide Resiliency Strategic Plan.

Began development of a multi-agency Release of Information between county departments to facilitate sharing of information.

Sonoma County

In FY 2017–18, First 5 Sonoma County supported the recovery and resilience of families and providers impacted by the October 2017 wildfires. Families experienced housing loss (5,300 homes burned, 2,200 renters displaced), employment loss (590 businesses destroyed/damaged), childcare loss (16 sites lost), increased mental health needs, and



undocumented families faced additional barriers in accessing FEMA due to deportation fears.

The First 5 Sonoma County Commission drew on its strategic plan, a long-range view, and partnerships in response to this disaster. Fire impacts that compounded existing issues, such as childcare shortages, were prioritized and application processes were streamlined. Grants were awarded to rebuild childcare sites, support trauma-informed childcare, and create new home-based and employer-supported childcare sites. In addition, the Commission funded mental health supports for families, community resource networks, and the distribution of coping resources for families.

Following best practices in disaster grant making, the Commission set aside funds to plan for mid- and long-term recovery needs. In addition, a capacity-building cohort was established to increase the sustainability of local nonprofits, a need that was heightened as many donors diverted their annual charitable contributions to disaster funds in 2017–18. Finally, the First 5 Executive Director participated in the grants selection committees of other funders to help distribute $4 million in fire-recovery funds and ensure children's 0 to 5 needs was represented and efforts were aligned. The First 5 Sonoma County Commission recognizes that recovery will be ongoing and is monitoring emerging needs and opportunities to support the continued resiliency of the community and well-being of its young children.

Stanislaus County

The work of First 5 Stanislaus continued to be powered by deep community partnerships in FY 2017–2018. First 5 Stanislaus maintained an emphasis on helping families to be supported and safe, having children grow to be eager and ready learners, having children born healthy and staying healthy, and working to see sustained and coordinated systems of care in the local community.

This past year, nearly 29,000 children, parents, and caregivers were reached through the work of a network of community services supported by First 5 Stanislaus. The network of 10 funded community Family Resource Centers continues to be an important element of the work of First 5 Stanislaus. It is here where tremendous work is done using leveraged funding to reach thousands of people in the community through nearly three dozen services. The resource centers are especially important through a partnership with the Community Services Agency for differential response work which helps to provide intervention services to those in need. Other highlights of the work of First 5 Stanislaus included the following:

- 1,603 children received developmental screenings.
- Parents of 2,811 children received parent education and support.
- Families of 1,386 children participated in literacy services.
- Families of 6,758 children increased their knowledge and use of community resources.
- More than $7.8 million from non-Proposition 10 sources was leveraged.
- Of the 1,514 children ages 0 to 5 whose caregivers were screened for depression, 441 children ages 0 to 5 had a caregiver referred for mental health services as a result.

It was an important year as the Stanislaus County Children and Families Commission adopted our new name of First 5 Stanislaus.

Sutter County

The Sutter County Children & Families Commission is committed to programs that support the vision that all children in Sutter County will have optimal health, be nurtured, and prepared to succeed. Major highlights of the Commission's work in FY 2017–18 include investments over $930,000 in efforts with the goal of improving systems of care for families. A major highlight in programming this past fiscal year is the progress that was made in the Keys to Quality program. Keys to Quality, the local Quality Counts California initiative in Sutter County that is coordinated by the Child Care Planning Council of Yuba and Sutter Counties, strengthened regional collaborations to serve 85 sites engaged in improved adult-child interactions, family engagement, site ratings, and continuous quality improvement activities. These sites included a partnership with the local resource and referral agency, Children's Home Society of California, to serve a strong base of family childcare providers. In addition, family, friend, and neighbor caregivers began participation in Caregiver Cafés through partnerships between the Sutter County Children & Families Commission, Sutter County Maternal, Child and Adolescent Health program, the Sutter County Memorial Museum, and the Child Care Planning Council of Yuba & Sutter Counties. Held monthly, the Caregiver Cafés support

the Strengthening Families framework, offering participants information and resources based on peer fellowship and support. Keys to Quality's rated sites receive coaching, technical assistance, resources, and training. As part of the initiative, providers also may receive individual stipends for professional development. In 2017–18, Keys to Quality blended state and local funding to serve 161 stipend participants, supporting their engagement in college coursework to obtain degrees in early childhood education/child development, as well as career-related training. Keys to Quality partners offered over 35 trainings and workshops in the local community. Overall, Keys to Quality more than doubled the number of sites being served through Quality Counts California than in the previous program year.

Tehama County

First 5 Tehama maintained its focus on programmatic investments in school readiness, a family resource center, and the Strengthening Families initiative during FY 2017–18, while completing innovative implementation plans to ensure that children ages 0 to 5 are healthy, thriving, and enter school ready to learn. A systems-level project, the Pregnancy to Preschool Partnership (P2P), was developed to streamline the referral and engagement of Tehama County families in early learning, pre-school, and family support. Involving First 5 Tehama, multiple county agencies, and community-based organizations, P2P revised the way in which families are referred, how they receive support while waiting for program enrollment, and how data is shared. This system change is producing a stable county-wide prevention platform that aligns new funding streams to expand First 5 Tehama's ability to serve the county's most vulnerable families. Secondly, the commission endorsed an evaluation approach that focuses on real changes in the lives and circumstances of the children and families it serves. For example, research with the county's T-K and Kindergarten teachers resulted in a Kindergarten Readiness Checklist including five social-emotional, seven behavioral/procedural, and four cognitive/academic motor skills essential to teachers' abilities to implement a program of instruction without disruption or undue distraction. Pre- and post-test administration of this checklist demonstrated that just over half to about three-quarters (depending on the skill) of the 55 children attending KinderCamp achieved positive gains over its abbreviated period of instruction (19–25 days). Moving from descriptive to outcome evaluation is enabling First 5 Tehama to quantify the benefits and take credit for the success of its Parents as Teachers home visiting program, Parent Cafés, Play Groups, and early developmental screenings as it proceeds in FY 2018–19.

Tulare County

The mission of First 5 Tulare County is to support effective programs to improve the development of all Tulare County children ages 0 to 5, healthy pregnancies, the empowerment of families, and the strengthening of communities. In FY 17–18, programs have continued to provide Tulare County with essential programming; all programs have demonstrated positive outcomes. Here are a few highlights from our programs, 1) Family Resource Centers, 2) School Readiness sites, and 3) breastfeeding programs.

The four Family Resource Centers (FRC's) have become an integral part of the community. The FRC's provide services to four remote and distinct areas in Tulare County. In FY 17–18, Tulare County combined the FRC's and provided case management to 621 families and 2,441 home visits. Over 500 children were linked to oral health services, and nearly 600 children were linked to a medical care provider. Of the five School Readiness sites, all demonstrated positive outcomes based on their Desired Results Developmental Profile fall and spring observations. The sites served 526 children. The Sierra View Medical Center Breastfeeding Program has achieved unusually impressive rates of exclusive breastfeeding durations of 48% exclusively breastfeeding at six months, with little reported attrition of breastfeeding between three and six months.

Trinity County

First 5 Trinity continues to focus on building the capacity within its small communities to address the needs of children and families and help them further succeed in school and beyond. First 5 Trinity served as a convener, funder, and partner to four community investments during FY 2017–18. They include School Readiness and the Parent Nursery School, an investment of nearly $159,000 that funded two separate early education programs.

- The pre-K School Readiness Program offered structured playgroups using a nationally recognized curriculum aimed at preparing kids for the academic, social and emotional rigors of kindergarten.
- The Parent Nursery School Program offered education to young children to prepare them for successful kindergarten entry. The program focus is on developing children into happy, healthy and emotionally equipped individuals. The program partners with parents to provide engaging, fun, interactive activities. It also



provides support services, such as parent workshops, to support the entire family. Both programs provide high-quality educational experiences for 78 children in many sites throughout the county.

- The Welcome Baby Program, an investment of $33,000, offered new parents a lifeline to support, information, and community resources necessary to raise healthy and happy children. The program serviced 19 children and 26 caregiver/parents.

The Children's Garden Project, an investment of nearly $7,000, is a collaborative project between Public Health and the Resource Conservation District. The project aimed to teach young children ages 0 to 5 the fundamentals of gardening, as well as provide basic guidance on healthy nutrition and an appreciation of where their food comes from. The growing partnerships in the community are the reason for the successes of First 5 Trinity's investments.

Tuolumne County

Tuolumne County invested $571,431 in grants and programs to support direct services for children, parents, and teachers. Six focus areas were supported:

1. Parent Education and Support for parents at risk of child abuse and neglect
2. Social-Emotional Consultation to preschool teachers and direct help for children struggling in preschool settings
3. Children's Oral Health through education, screening, and fluoride treatments
4. Family Learning and Literacy to promote family stability and early learning
5. Public Health Nurse outreach
6. Coaching and professional development support for Early Childhood Educators

In addition, First 5 Tuolumne actively engaged in Quality Counts California, supporting 98 early childhood educators and daycare providers with professional development and coaching.

Outcomes measured in FY 2017–18 included:



- Parents at high risk for child neglect and abuse improved their parenting skills and knowledge.
- Teachers learned how to support children's social-emotional development in their preschool classrooms and how to better communicate with parents.
- Fewer young children had cavities or dental disease.
- More children received developmental screening and their parents learned about appropriate developmental expectations.
- Children with behavioral issues were helped to succeed in their preschool setting.

Linkages made between community programs, services, and systems continued to contribute to a more comprehensive approach to serving families.

Ventura County

In FY 2017–18, the Commission implemented the second funding year of its five-year strategic plan that was adopted in June 2015. The plan builds on the significant accomplishments realized for young children and their families in Ventura County and addresses declining resources in future years. For funding years one through three, investments in strategies and programs largely remain the same as the Commission utilizes its Sustainability Fund to maintain current funding levels. For subsequent years, strategic investments will shift toward advocacy and capacity building efforts to support and build the overall early childhood system of services that promote parent engagement, build best practices and quality standards, engage partners in cross-system governance, and increase the alignment of resources for improved outcomes for young children. Over this five-year strategic plan spanning a funding period of July 1 2016, through June 30, 2021, the Commission anticipates its local investment to total over $46 million dollars.

The Neighborhoods for Learning (NfL) initiative, a nationally recognized, community-based service delivery model and the Commission's largest programmatic investment, represents 11 place-based NfL programs, with a total of 25 family resource centers throughout the county, bringing together early learning, health, and family support resources to families in their neighborhoods. Programs funded under Countywide Specialized Strategies played a critical role in the delivery of regional-based family strengthening and health-focused programming.

In preparation for the transition to years four and five of the current strategic plan, the Commission embarked on a comprehensive planning process to determine the key investment strategies for the last two years of the five-year strategic plan. After an in-depth review of current investments, services, outcomes, and stakeholder survey responses, the Commission adopted an implementation plan for years four and five that will continue a substantial investment in the county's

early childhood system. The plan allocates $2.9 million annually for place-based services focused on Parent and Child

Together programs (PACT) and family support services through a redesigned NfL Initiative and allocates funds based upon a formula that considers current needs in relation to population, poverty, and school readiness. The plan also maintains an annual investment of $1 million in preschool for a two-year transitional period. The remainder of funds will be invested in countywide linkage to resources and early identification/intervention, systems change, results-based accountability, program management, and administration. The vision is to capitalize on existing partnerships as well as new opportunities and synergies, thereby maximizing impact and resources.

Yolo County

FY 17–18 was a year of significant advancement to the next phase of action and tactical planning for First 5 Yolo. Personnel reorganization and operational cost savings were fully implemented to prepare for the changing needs of First 5 Yolo for the next 20 years. The Commission concluded strategic planning, adopting a new Plan in June 2018. The Commission's new Strategic Plan budget reflects expenditures in alignment with revenues, consistent across the next three years, and targeted to higher impact activities and programs for families in highest need. Programs are more coordinated, as the Commission anticipates further refinement in subsequent years. In the interest of building effective programs and services, time and attention was invested in First 5 Yolo's local "Thrive by Five" initiative, advocating for the dedication of new revenues to very early childhood prevention and intervention efforts. Thus far, this has resulted in leading edge policies in (currently) one city and at the county, which included early childhood as one of four items listed in the ballot question language for a new cannabis tax. With the city, First 5 Yolo is a vehicle and a funding partner for "community benefit dollars" to be invested in a new pilot project for highest risk families prenatal to three years in FY 18–19.

Yuba County

For FY 2017–18, First 5 Yuba highlights focus on the goal of all children maintain optimal health.

At program entry, parents and caregivers were asked to indicate the child's access to medical care, dental care, and health and developmental screenings. Almost half of children received a hearing screening, 44 percent received a vision screening, and 28 percent received a developmental screening. These figures represent an improvement from FY 2016–17, when approximately one-third of children received a hearing or vision screening at intake, but only 19 percent received a developmental screening.

Two of First 5 Yuba's programs are Marysville Joint Unified School District's (MJUSD) partnership with Peachtree Health for a mobile dental clinic—the Happy Toothmobile—and the partnership with Yuba County Office of Education (YCOE) for a Child Development Behavioral Consultation program (CDBC).

MJUSD and Peach Tree Health offer mobile dental services, including extractions, fillings, fluoride varnish, and sealants, to children who might not otherwise receive dental care. The most interesting highlight from the year for the Happy Toothmobile is, among parents surveyed, approximately 66 percent said their child would not have received dental care if the dental van were not available.

The YCOE provided brief and intensive behavioral services in the CDBC program, and two series of parent education classes on positive discipline and child development (Positive Discipline and BEST). YCOE also offered community workshops in English and in Spanish on several parenting and child development topics, including brain development, the impact of stress on the brain, and positive parenting strategies.

The positive impact of the program on one child's transition to kindergarten is summarized in comments from the child's caregiver:

- "I write to you with the utmost gratitude for hearing, seeing, and caring for our son and family with your service. Our son was struggling, and so were we as a family trying to connect and partner with our school. Your guidance and expertise applied for our son and family has generated a pivot in our relationship with the school that supported our son's success in learning. Our son received a Scholar Award last week and is confident and even more excited to learn."

The following were some additional essential services and supports provided to the community in FY 2017–18:

- Free swimming lessons, free open swim, and dental services were offered to many children who would not otherwise have access to such recreational programs and oral health services.
- Parents and caregivers participating in parenting classes demonstrated improvement in their knowledge of child development and positive parenting practices.
- Participants in programs at the library increased parents' engagement in literacy activities with their children.

The results illustrate how First 5 Yuba programs make an important contribution to the health, well-being, and school readiness of Yuba County's youngest children.

Appendix A: Number of Services and Expenditures by Result Area and Service Type, FY 2017–18 [1]

Result Area and Service Type	Children	Primary Caregivers	Providers	Total Primary Caregivers and Providers	Total Number of Services	Percent of Services in Result Area	Percent of Total Number of Services	Total Expenditures for Services	Percent of Service Expenditures in Result Area	Percent of Total Expenditures [2]
Improved Family Functioning										
General Family Support	158,427	286,737	5,740	292,477	450,904	89%		$49,296,932	53%	
Targeted Intensive Family Support	26,477	29,970	1,392	31,362	57,839	11%		$44,108,588	47%	
Total Improved Family Functioning	**184,904**	**316,707**	**7,132**	**323,839**	**508,743**	**100%**	**7%**	**$93,405,520**	**100%**	**27%**
Improved Child Development										
Quality Early Learning Supports	149,140	30,204	31,801	62,005	211,145	58%		$73,922,382	66%	
Early Learning Programs	84,900	65,132	1,438	66,570	151,470	42%		$37,845,170	34%	
Total Improved Child Development	**234,040**	**95,336**	**33,239**	**128,575**	**362,615**	**100%**	**32%**	**$111,767,552**	**100%**	**33%**
Improved Child Health										
General Health Education and Promotion	46,876	75,160	1,675	76,835	123,711	21%		$10,392,960	8%	
Prenatal and Infant Home Visiting	40,601	59,073	420	59,493	100,094	17%		$60,062,496	44%	
Oral Health Education and Treatment	140,400	62,048	2,138	64,186	204,586	34%		$17,391,788	13%	
Early Intervention	100,678	52,342	11,726	64,068	164,746	28%		$47,483,447	35%	
Total Improved Child Health	**328,555**	**248,623**	**15,959**	**264,582**	**593,137**	**100%**	**61%**	**$135,330,691**	**100%**	**40%**
Total	**747,499**	**660,666**	**56,330**	**716,996**	**1,464,495**		**100%**	**$340,503,763**		**100%**
Improved Systems of Care										
Policy and Public Advocacy								$15,870,633	24%	
Program and Systems Improvement Efforts								$51,259,720	76%	
Total Improved Systems of Care								**$67,130,353**	**100%**	
Grand Total	**747,499**	**660,666**	**56,330**	**716,996**	**1,464,495**			**$407,634,116**		

[1] San Benito county not included.

[2] Totals may not equal 100 percent due to rounding.

Appendix B: Result Area and Service Type Definitions

Result Area: Improved Family Functioning

General Family Support

Programs providing short-term, non-intensive instruction on general parenting topics, and/or support for basic family needs and related case management (e.g., meals, groceries, clothing, emergency funding or household goods acquisition assistance, and temporary or permanent housing acquisition assistance). General family support may also include referrals to family services such as Family Resource Centers (FRCs) and other community resources. Adult and family literacy and fatherhood programs are included here. In general, these programs are designed to provide less intense and shorter-term support services and classes for families by paraprofessional staff (e.g., FRCs). Work with family support agencies and/or networks is reported here.

Targeted Intensive Family Support

Programs providing intensive and/or clinical services by a paraprofessional and/or professional, as well as one-to-one services in family support settings. Programs are generally evidence-based and designed to support at-risk parents and families prenatally or with young children, to increase knowledge and skills related to parenting and improved family functioning (e.g., counseling, family therapy, parent-child interaction approaches, and long-term classes or groups). This category includes comprehensive and/or intensive services to special populations (i.e., homeless, teen parents, foster children, special needs). Home visiting programs working with children older than one year of age are included here.

Result Area: Improved Child Development

Quality Early Learning Supports

Programs designed to enhance early learning programs such as professional development for early educators, or implementation and integration of services. This category may include First 5 IMPACT (First 5 Improve and Maximize Programs so All Children Thrive) and other QRIS (Quality Rating and Improvement System) investments.

This is work in Early Childhood Education (ECE) settings. Non-ECE settings work is reported in family support. This category may include interagency collaboration, facility grants and supply grants to providers, support services to diverse populations, and database management and development.

Extra supports in early childcare education ECE settings for homeless children, Federal Migrant, or Tribal Child Care programs and children receiving Alternative Payment (AP) vouchers for childcare should be included here.

Early Learning Programs

Early learning programs for children birth to age five, which may include preschool programs, kindergarten transition services, and early learning programs for all ages. Early learning programs for the primary caregiver and their children together, such as playgroups, primarily focusing on birth to age three, are also included here. Programs may include child-related early literacy, STEM (Science, Technology, Engineering, and Math), homeless children, migrant children, and similar investments.

Result Area: Improved Child Health

General Health Education and Promotion

Programs promoting children's healthy development, including nutrition, fitness, access to health, dental, or vision insurance as well as health services. Programs also may focus on increased awareness of information about child safety seats, fire, safe sleep, and drug, alcohol, or tobacco education.

Prenatal and Infant Home Visiting
Programs designed to improve the health and well-being of women during and after pregnancy, and the infant, by a paraprofessional and/or professional. Programs may provide comprehensive support, including parenting education, health information, developmental assessments, referrals, and promoting early learning. These are home visiting programs that include prenatal care and generally do not include programs for children older than one year of age.

Oral Health Education and Treatment
Programs providing an array of services that can include dental screening, assessment, cleaning and preventive care, treatment, fluoride varnish, and parent education on the importance of oral health care. This category may include provider training and care coordination of services.

Early Intervention
Programs providing screening, assessment, and diagnostic services. Programs including early intervention or intensive services to children with disabilities and other special needs, or at-risk for special needs, are included here. This category may include strategies targeting language and communication skills, social and emotional development, developmental delays, and related parent education. Mental health consultations in ECE settings are included here.

Result Area: Improved Systems of Care

Policy and Public Advocacy
Efforts toward community awareness, public outreach, and education on issues related to children birth to age five and their families. This category includes work focused on policy change with local and statewide stakeholders, policy development, and related efforts. Town Halls are included here.

Program and Systems Improvement Efforts
Efforts toward improving service quality, connections between programs, infrastructure support, and professional development. This category may include activities such as business planning, grant writing workshops, sustainability workshops, and assistance in planning and promoting large community conferences or forums. Improvement efforts should result in improved outcomes for children birth to age five. Improvements may include creating a well-trained workforce with shared professional standards and competencies, creating strong and effective linkages across particular system components, or leveraging funding to sustain the system of care. Database management and other cross-agency systems evaluation support may be included here.

References

[1] Shonkoff, J. P. & Garner, A. S. (2012). The lifelong effects of early childhood adversity and toxic stress. *Pediatrics* 129, 232–246.

[2] Thompson, R. A. (2016). What more has been learned? The science of early childhood development 15 years after Neurons to Neighborhoods. *Zero to Three*, 18–24.

[3] Shonkoff, J. and Phillips, D. (2000). *Neurons to Neighborhoods. The Science of Early Childhood Development.* Washington, D.C.: National Academy Press.

[4] Yazejian, N., Bryant, D., Freel, K., Burchinal, M., and the Educare Learning Network (ELN) Investigative Team. (2015). High-quality early education: Age of entry and time in care differences in student outcomes for English-only and dual language learners. *Early Childhood Research Quarterly,* 32, 23-39

[5] Educare California at Silicon Valley. http://educaresv.org/

[6] Long Beach Unified School District. http://www.lbusd.k12.ca.us



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Our Vision

California's children receive the best possible start in life and thrive.

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Agenda Item: 07
Date: June 13, 2019

FIRST 5 LA

SUBJECT:
Home Visiting System Building and Policy Change Implementation

SUMMARY:
First 5 LA, in collaboration with multiple county leaders and partners, has made significant progress towards a universal, integrated system of home visiting, based on connecting with families prenatally or soon after birth, while broadening opportunities for families to access services as their circumstances evolve and their children grow. The June Board presentation will highlight the system-building progress made over the last two years at the county and state level through practice change, integration, increased funding and advocacy efforts.

BACKGROUND:
In December 2016, Los Angeles County Supervisors Kuehl and Hahn put forth a motion to expand and enhance the system of home visiting in the county that was passed unanimously by the Board of Supervisors. The motion directed leaders in child and family services countywide to increase the scope of home visiting in Los Angeles County and deepen its integration with county and community services and supports, such as the Prevention and After-Care Networks and mental health care. In July 2018 *Strengthening Home Visiting in Los Angeles County: A Plan to Improve Child, Family and Community Well-Being* was released. The document was a culmination of an 18-month effort by leaders of child-serving county agencies, non-profits, researchers and other home visiting stakeholders. The focus was to align historical and future contributions to ensure all families are offered in-home parenting assistance and linkages to additional supports during and soon after pregnancy and through a child's first five years of life, based on families' unique strengths and needs. Since the plan's development, progress continues to be made to develop a universal system of home visiting to support positive family outcomes as well as build a pathway connecting families with a larger system of supports and services.

Most recently, Los Angeles County's vision and progress was captured in the Spring 2019 issue of The Future of Children, released by Princeton University and The Brookings Institution. The chapter, entitled, "Strengthening Home Visiting: Partnership and Innovation in Los Angeles County", was authored by Christina Altmayer, Vice President of Programs, and Barbara Andrade Dubransky, Director of Family Supports. It chronicles the progress made in Los Angeles through leadership, collaboration, innovation building on initial investments made by First 5 LA. At the launch of the event, Dr. Deborah Daro, one of the journal editors, highlighted the progress in Los Angeles in leading the field in building a universal system.

DISCUSSION:
Significant progress in growing LA County's system of home visiting has occurred since September 2018. Today's presentation will review significant progress in the county's home visiting policy agenda as well as efforts required to integrate new resources into the existing system. Policy priorities that have progressed since the fall include expanding services through CalWORKS and Governor Newsom's proposed budget and have continued through advocacy for additional policy changes that will support continued efficiency and efficacy of the system. Systems building efforts have included expanding and integrating data capabilities, aligning funding requirements and assisting community-based agencies in blending and braiding funds that support their programs while maintaining and increasing program quality and broadening eligibility in the county.

Further, First 5 LA and county partners continue to support opportunities to expand resources through multiple sectors, including the health sector. Home visiting programs are continuing to receive support to establish MediCal billing practices and maximize access to these resources. First 5 LA and its county

partners have also maintained an ongoing inquiry into alignment with managed health care providers to identify opportunities for learning and integration of early childhood systems into care coordination. This includes the launch of a pilot in the Antelope Valley to establish automatic referrals into home visiting from Blue Shield California's Promise Health Plan. Dr. Chris Esguerra, MD, MBA, Senior Medical Director of Blue Shield of California, Promise Health Plan will provide an overview of the pilot in the Antelope Valley and the early results.

Date: 13062019
Item Number: 7

Promise Health Plan: First 5 LA *Prenatal Model of the Future:*
MCO Home Visiting Partnership for Enhanced Prenatal Access, Equity, & Impact

Background
Beginning in 2009, First 5 LA has made a significant investment in home visiting to connect families with needed services and supports to improve maternal and infant health, family strengthening and connection to services and support. This investment includes launching Welcome Baby, First 5 LA's home visiting program, and supporting more intensive home visiting models to meet the needs of families. In 2016, the Los Angeles County Board of Supervisors recognized the value of early prevention efforts and embraced the vision for building a universal system of voluntary home visiting services to strengthen young children and families.[1] Multiple integrated strategies and partnerships are being developed including developing new referral and provider partnerships between Los Angeles area Medi-Cal managed care organizations (MCOs) and home visiting providers serving Medicaid enrollees. Bolstering prenatal enrollment in home visiting can impact pregnancy outcomes by increasing patient utilization of effective preventative services and reducing the likelihood of adverse birth outcomes. Data indicates that continued participation in home visiting after birth supports improved infant and maternal health and family outcomes, including reduced involvement in the child welfare system. And finally, prenatal engagement with a trusted home visitor capable of navigating women to concrete social and mental health supports can reduce stress, a factor associated with preterm birth risk. Accordingly, increasing enrollment in home visiting services is a one element in the County's African American Infant Mortality reduction plan.

First 5 LA, the largest funders of home visiting services in California, works in concert with County partners to connect eligible women to the most appropriate home visiting service for their needs. Promise Health Plan is committed to innovation, recently launching a Health Care Model of the Future to better manage quality for members. The two are natural partners; the plan is deeply invested in the Antelope Valley with three established primary care clinics serving 18,000 members, and 300 pregnancies per year. Similarly, First 5 LA supports Antelope Valley as a Best Start Community, one of 14 areas within Los Angeles in which all pregnant women are eligible for Welcome Baby and screened for eligibility for other appropriate home visiting services.

The Opportunity
Currently, there is no known formalized referral relationship between LA Medi-Cal plans and home visiting programs in LA County. However, there is significant crossover among current home visiting participants and Medi-Cal managed care enrollees, and a strong potential to serve even more. Integrating services presents a vehicle to reach women with the greatest risk of preterm birth, infant mortality, and unnecessary C-sections. In addition, few enrollees in home visiting programs are referred prenatally, and even fewer are referred in the 1st trimester. First 5 LA and Promise Health Plan are partnering in a pioneering effort to leverage provider, plan and County resources for maternal care integration, making referral to home visiting

[1] *http://publichealth.lacounty.gov/mch/reports/Home%20Visiting%20Report%202018_FINAL.pdf*

part of the standard of care for plan members. Creating this connection presents an exciting opportunity to improve birth outcomes in a targeted community and specifically:

1) *focus resources*, bolstering recruitment and enrollment in home visiting in a high need area,
2) *improve clinical outcomes*, maximizing prenatal enrollment in home visiting for maximum potential clinical and social impact,
3) *promote value*, supporting health plans with efforts to reduce high-cost, non-value-added services.
4) *promote health equity*, by demonstrating the impact of universal referral as a recruitment strategy, and assessing by enrollment rates by race and ethnicity
5) *promote care integration,* demonstrating proof of concept for First 5 LA to serve as a high-quality care management provider for an MCO.

Pilot Description

Promise Health Plan and First 5 LA are laying the groundwork for strengthening connections to upstream prevention supports through home visiting referrals in a critical time in a critical region. Plan providers in three Promise Health Plan owned clinics will refer all women in primary care with a positive pregnancy test to home visiting as soon as the pregnancy is known. Referrals will be made directly Antelope Valley Partners for Health, the First 5 LA and LA County Department of Public Health contracted agency for home visiting services in the region. AVPH will conduct an assessment and serve or refer the client to an appropriate home visiting program. By recording the referrals in the clinic/plan electronic health record, Promise Health Plan can diminish referral bias, allowing the partners to truly assess variation in patient acceptance of home visiting. As provider referral to home visiting will be tracked in the health plan's electronic health record which contains member demographics and encounter data, project outcomes can be assessed immediately, eliminating the need for a costly retrospective evaluation. Foundational activities include the establishment of First 5 LA as a provider with an established National Provider Index (NPI) number, the successful negotiation and establishment of a Memorandum of Understanding (MOU) and a Business Associates Agreement for data sharing, and a joint operations approach to enrollment.

The Impact

The ultimate goal is to bolster early prenatal participation in evidence-based home visiting services in the Antelope Valley, and to place home visiting within the model of care for the most vulnerable women. A secondary objective is to demonstrate the value of participation in home visiting to an MCO. If participation in home visiting proves to support the plan's objectives for clinical quality and member experience, the plan may: 1) direct contracted providers to refer to home visiting; 2) leverage encounter data to support additional referrals; 3) and, contract with First 5 LA for a potential care management partnership.

Home Visiting System Building: Progress & Learning

Barbara Andrade DuBransky,
Director of Family Supports

Charna Martin,
Senior Policy Strategist

Dr. Chris Esguerra,
Senior Medical Director, Blue Shield California Promise Health Plan



first 5 la
Giving kids the best start

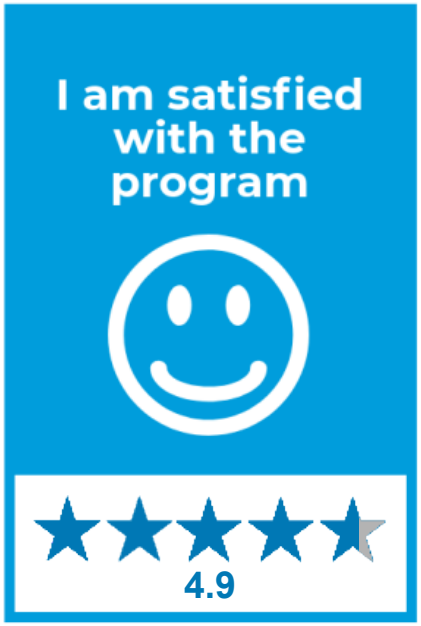
Presentation Objectives

- Review Progress in Home Visiting Systems Building
  - Expansion
  - Enhancement
  - Coordination
- Highlight opportunities for continuing momentum in FY 19-20
- Preview next steps



Welcome Baby
Client Survey



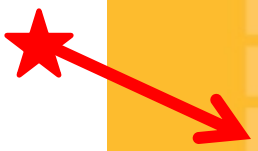


Universal Voluntary Home Visiting

Building A Sustainable System



first 5 la
Giving kids the best start



The Future of Children

PRINCETON-BROOKINGS

Universal Approaches to Promoting Healthy Development

VOLUME 29 NUMBER 1 SPRING 2019

3 Universal Approaches to Promoting Healthy Development: Introducing the Issue

17 A Shift in Perspective: A Universal Approach to Child Protection

41 Universal Reach at Birth: Family Connects

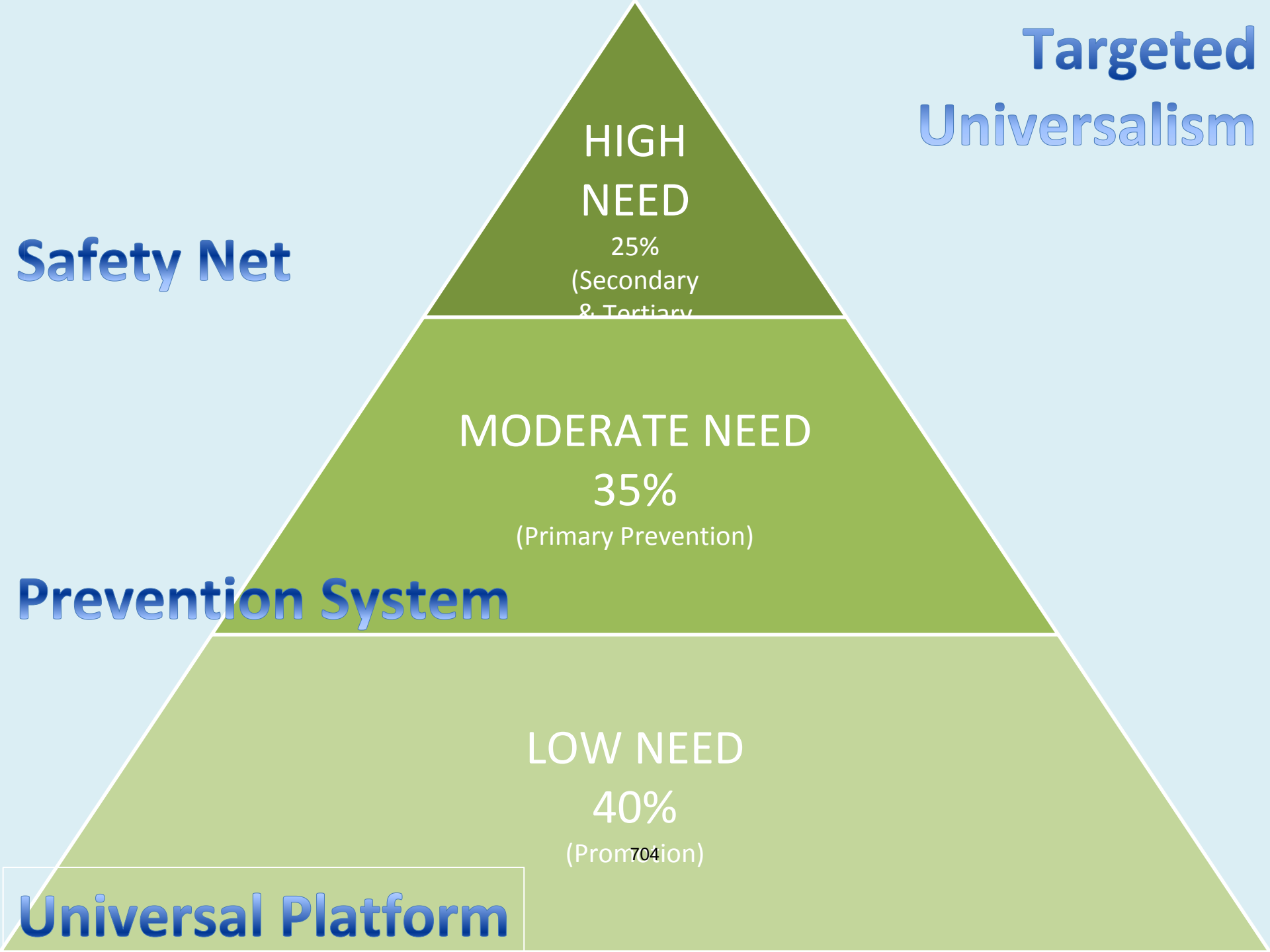
61 Strengthening Home Visiting: Partnership and Innovation in Los Angeles County

81 Home Visiting for First-Time Parents: Community Innovation

99 HealthySteps: Transforming the Promise of Pediatric Care

123 A Population Approach to Parenting Support and Prevention: The Triple P System

145 Every Child Deserves a Permanent Home: The Permanency Innovations Initiative


Targeted Universalism
HIGH NEED
25%
(Secondary & Tertiary
Safety Net
MODERATE NEED
35%
(Primary Prevention)
Prevention System
LOW NEED
40%
(Promotion)
Universal Platform

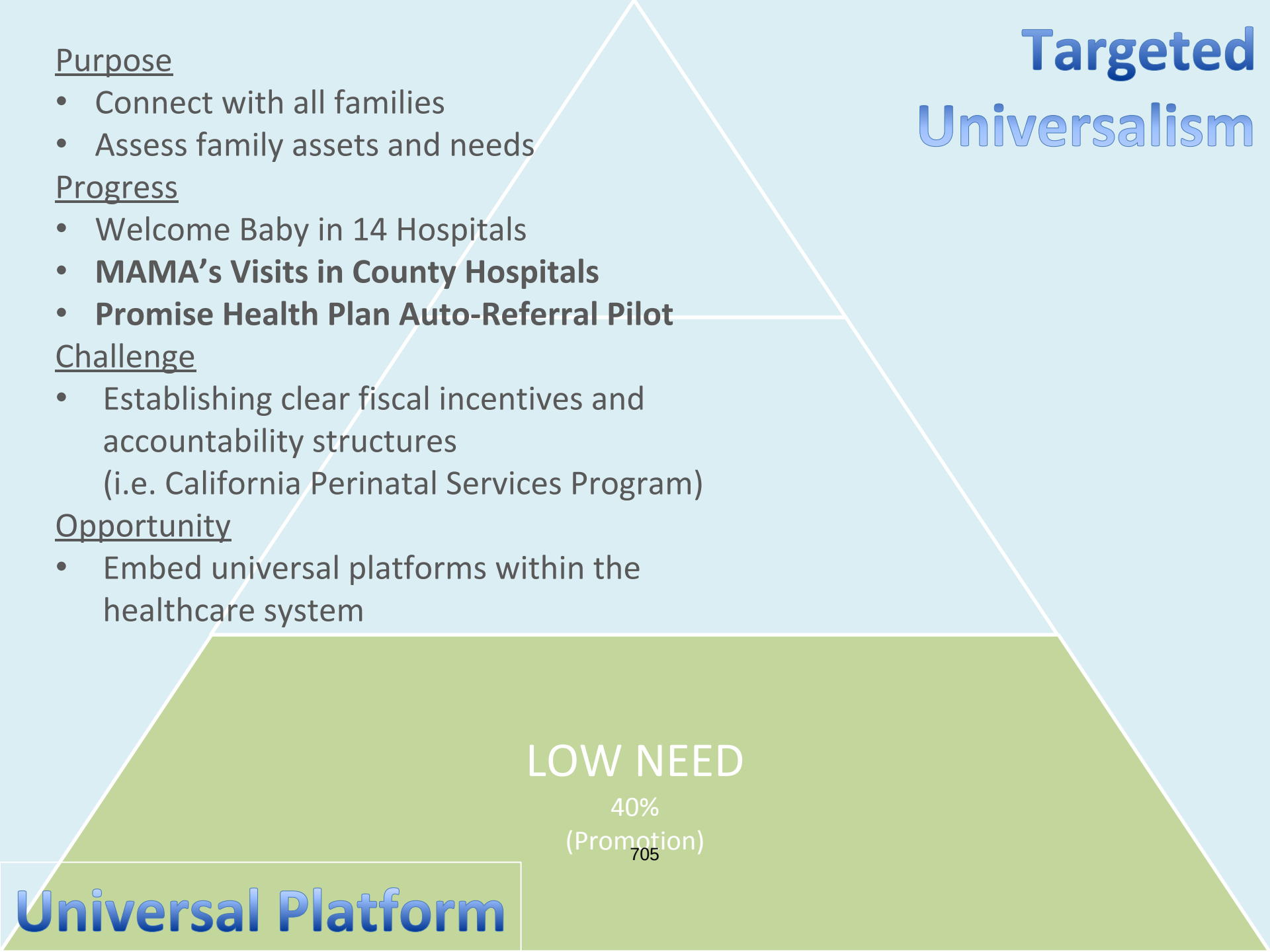
Targeted Universalism

Purpose
- Connect with all families
- Assess family assets and needs

Progress
- Welcome Baby in 14 Hospitals
- **MAMA's Visits in County Hospitals**
- **Promise Health Plan Auto-Referral Pilot**

Challenge
- Establishing clear fiscal incentives and accountability structures (i.e. California Perinatal Services Program)

Opportunity
- Embed universal platforms within the healthcare system

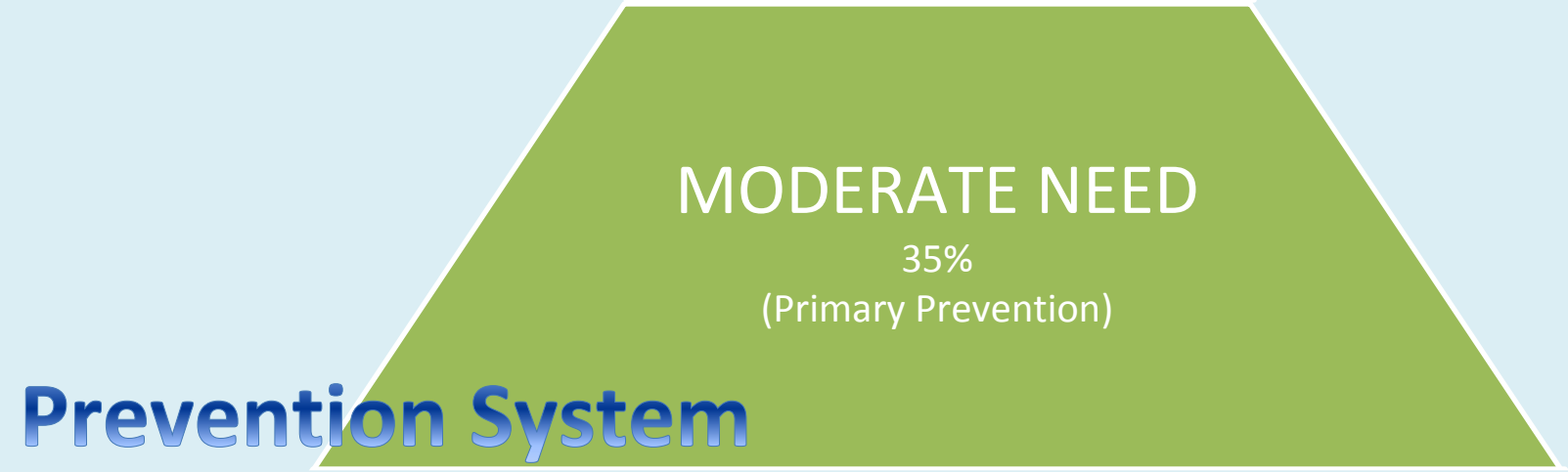


Universal Platform

Targeted Universalism

Purpose
- Engage families
- Prevent risks from becoming challenges

Progress
- Welcome Baby in 14 Hospitals
- MAMA's Visits in County Hospitals
- Prevention and Aftercare Networks



Prevention System

Challenge
- Normalizing the utilization of and connecting families to social supports

Opportunity
- Make primary prevention family-centered and strengths-based

Targeted Universalism



Safety Net

Purpose

- Promoting parenting skills in context of families' challenges
  - Ongoing assessment and responsiveness
  - Navigation and connection to resources

Progress

- **Expansion of intensive home visiting services**
- **Increased prioritization of prevention by child and family serving County Departments**

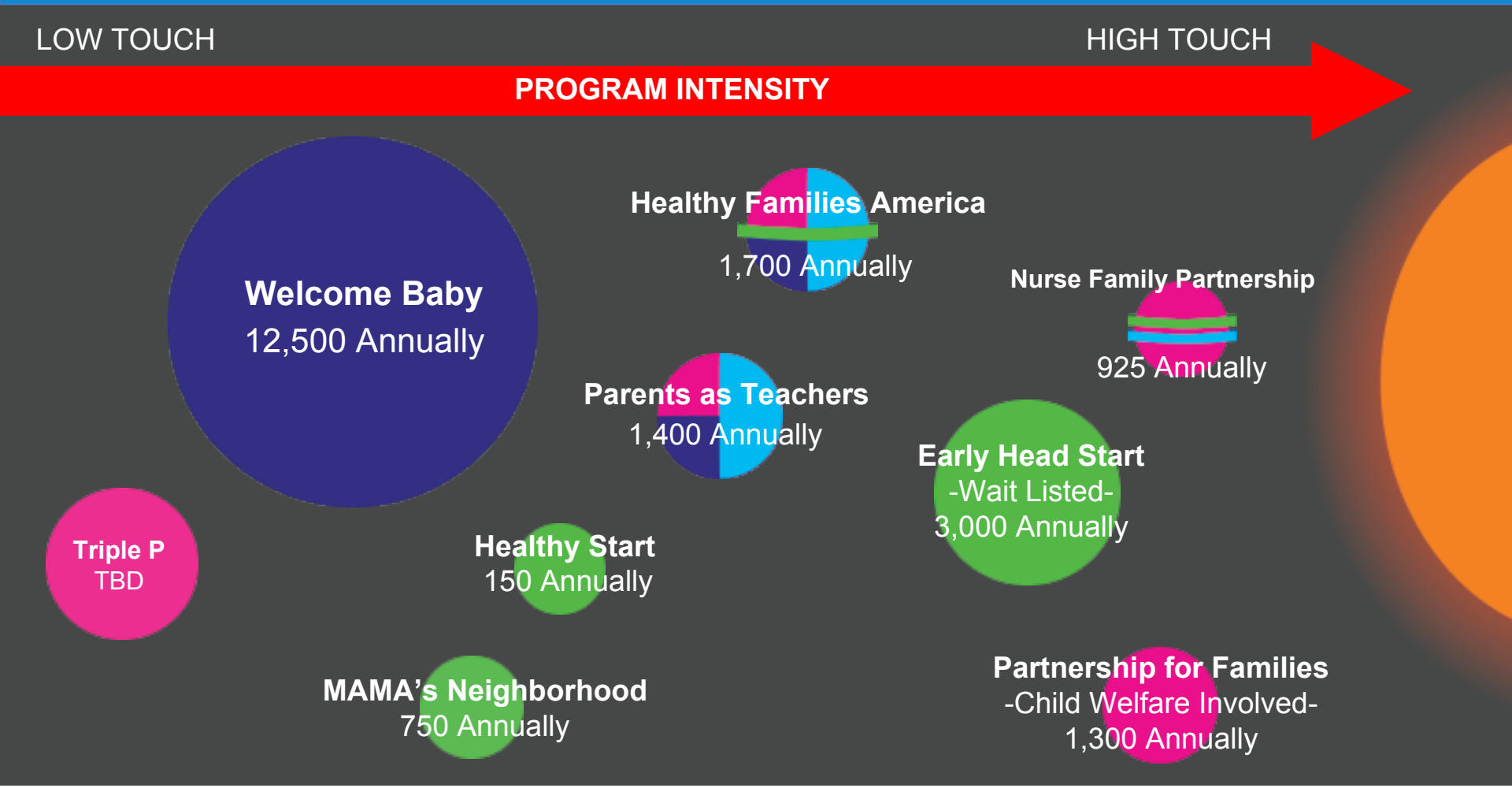
Challenge

- Maintain engagement of families through challenges & effectively supporting families' evolving needs

Opportunity

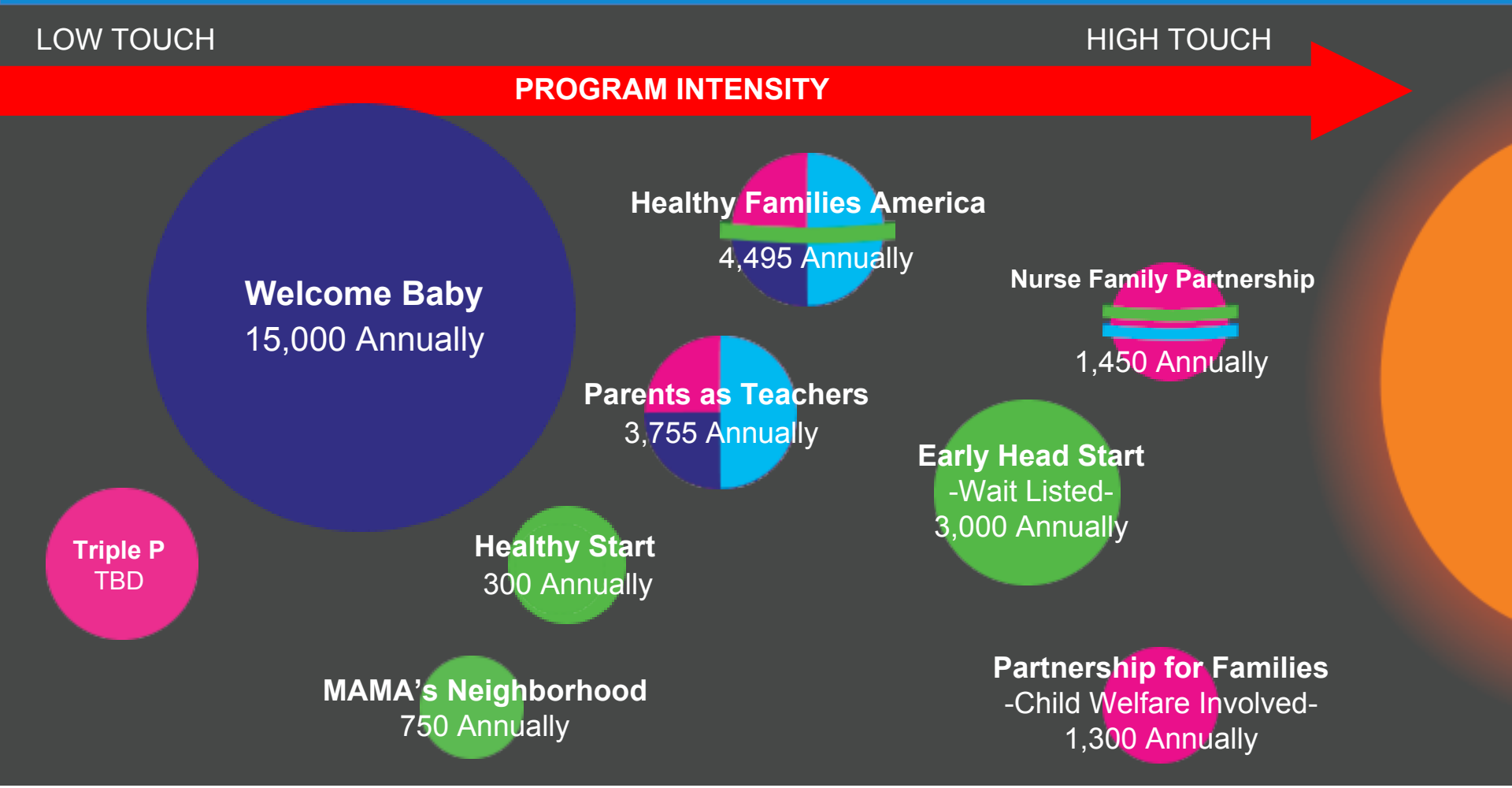
- Integrate home visiting systems into child and family serving safety net systems

Growth of Home Visiting Models in Los Angeles County: Intensity and Funding Source



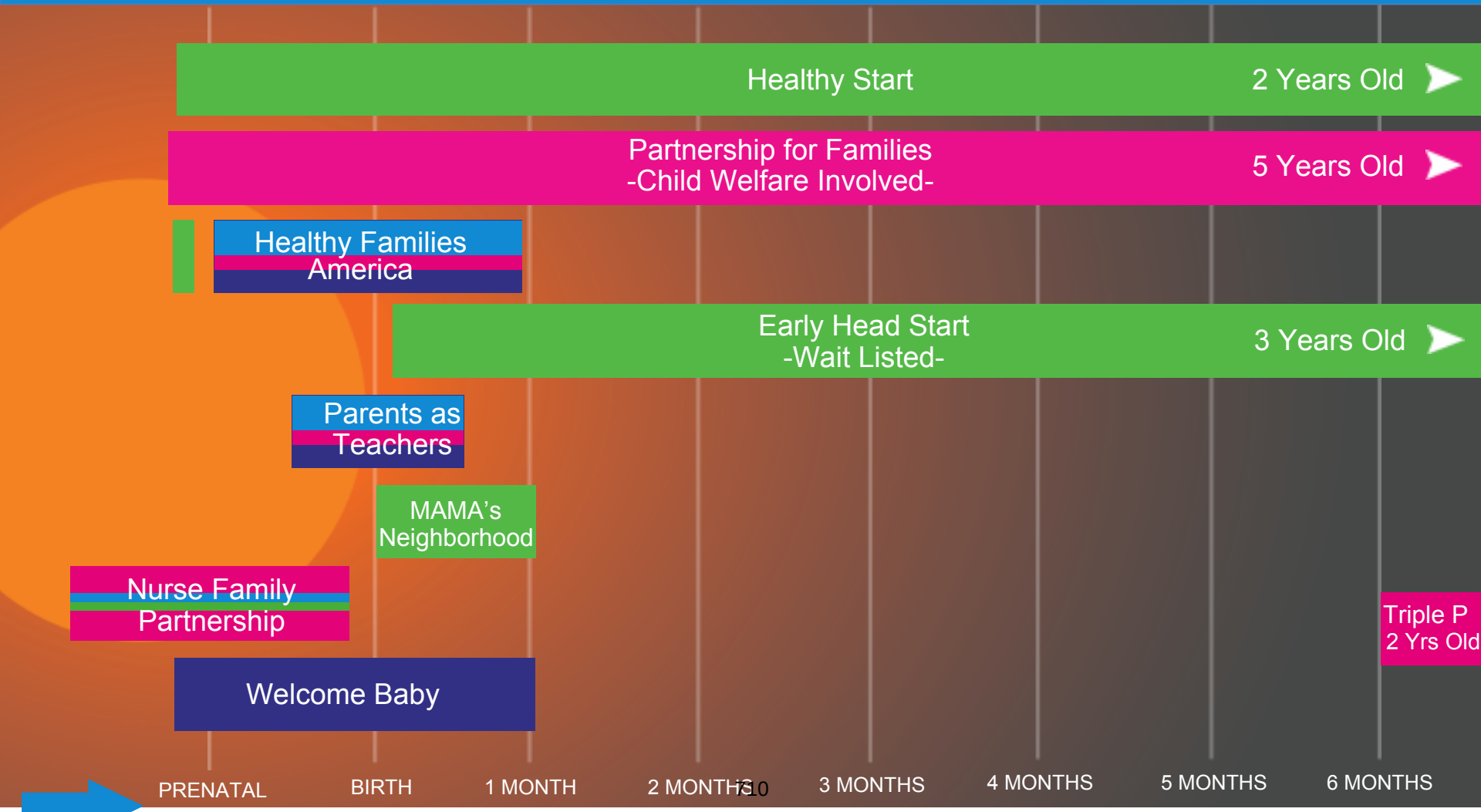
FUNDED BY: Federal State LA County First 5 LA

Growth of Home Visiting Models in Los Angeles County: Intensity and Funding Source



FUNDED BY: Federal State LA County First 5 LA

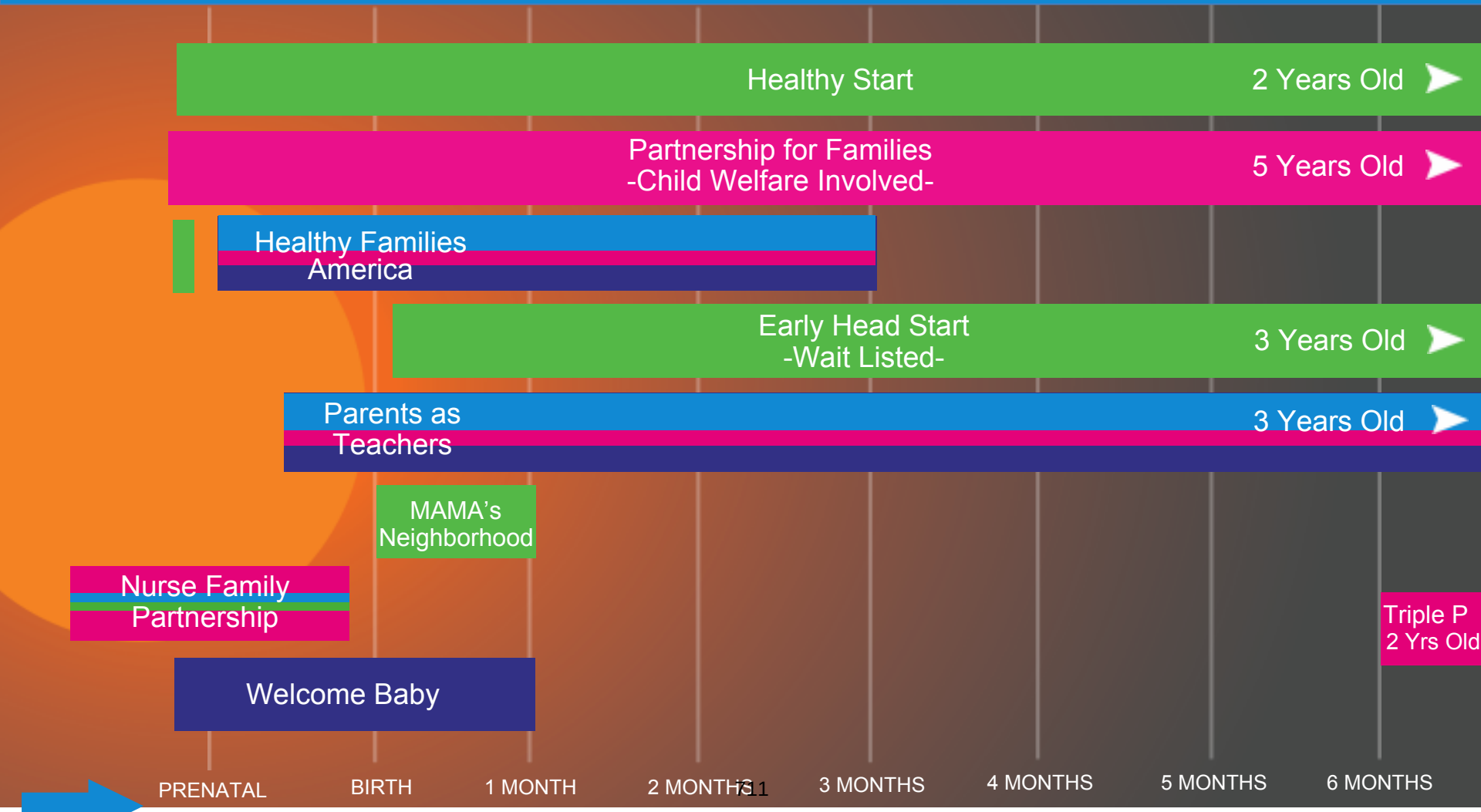
Home Visiting Models in Los Angeles County: *Expanding* Enrollment Periods



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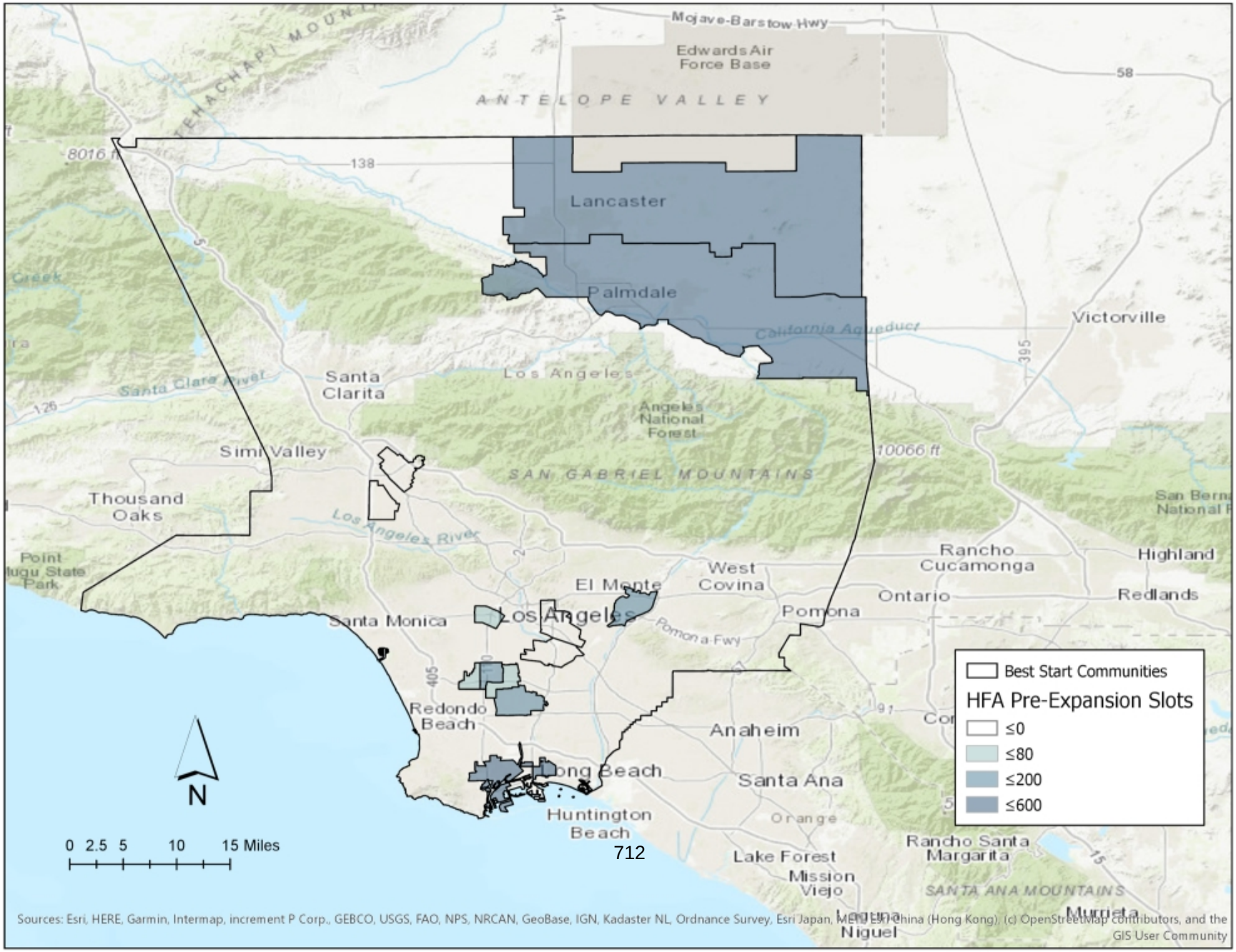
Home Visiting Models in Los Angeles County: *Expanding* Enrollment Periods



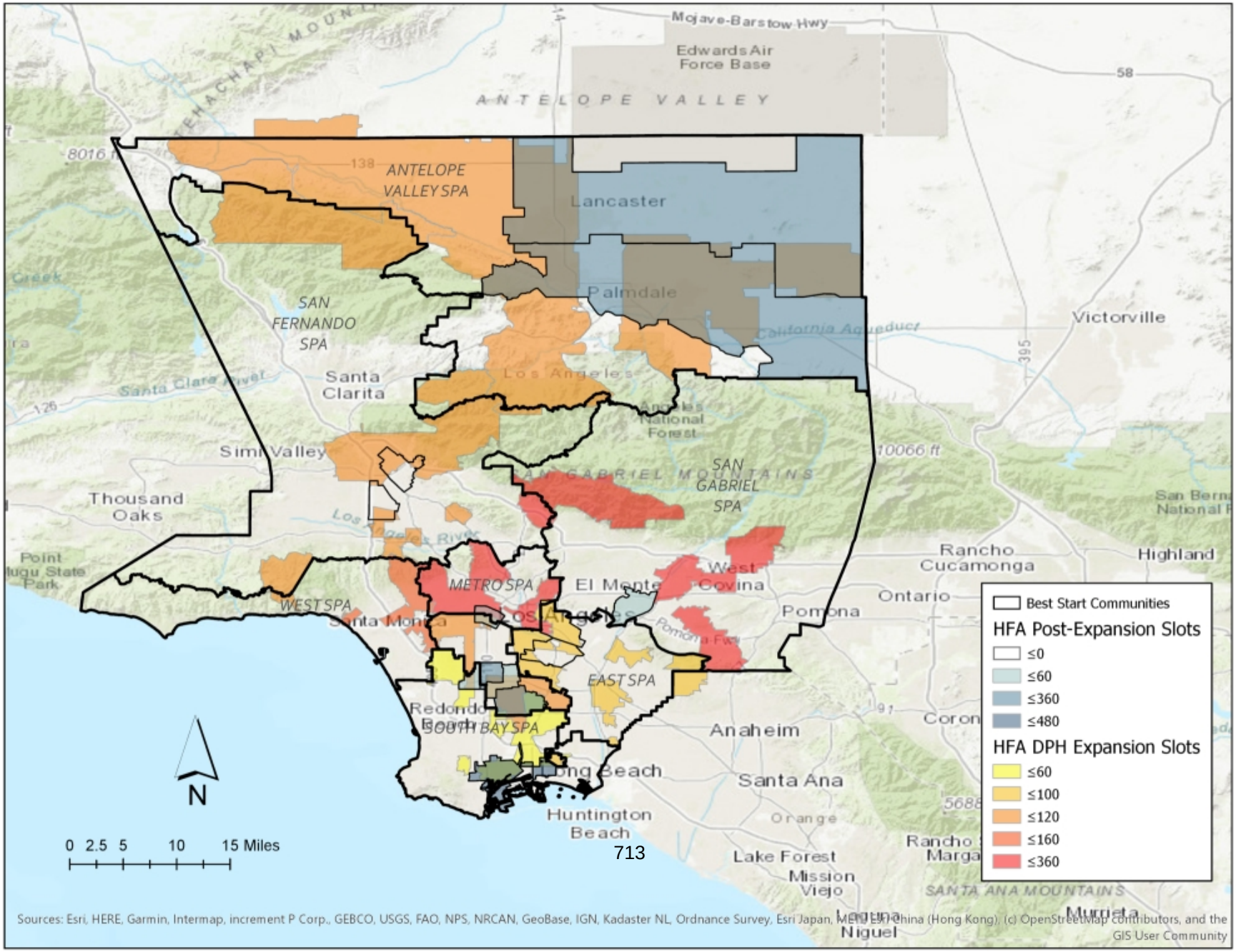
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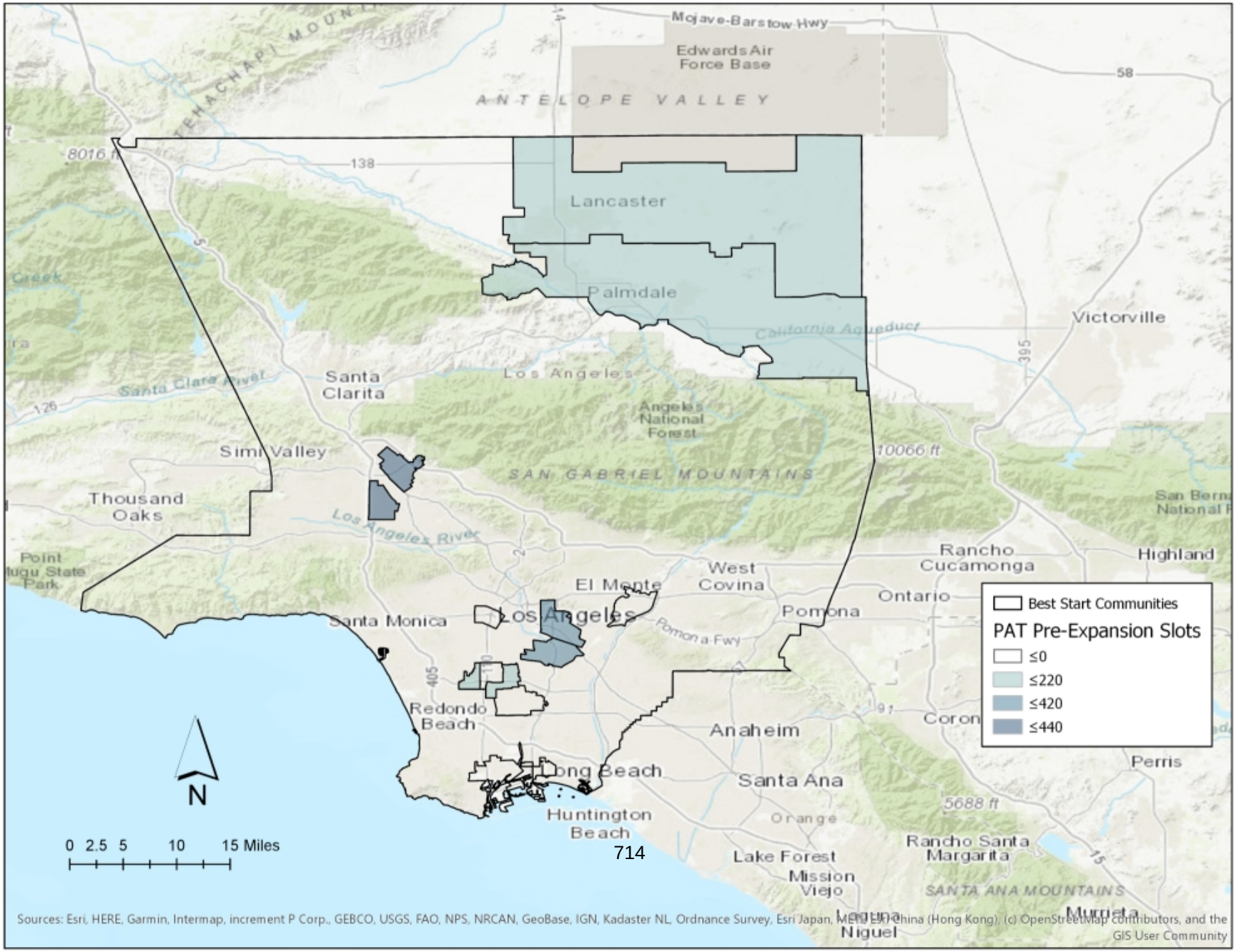
Healthy Families America – First 5 LA



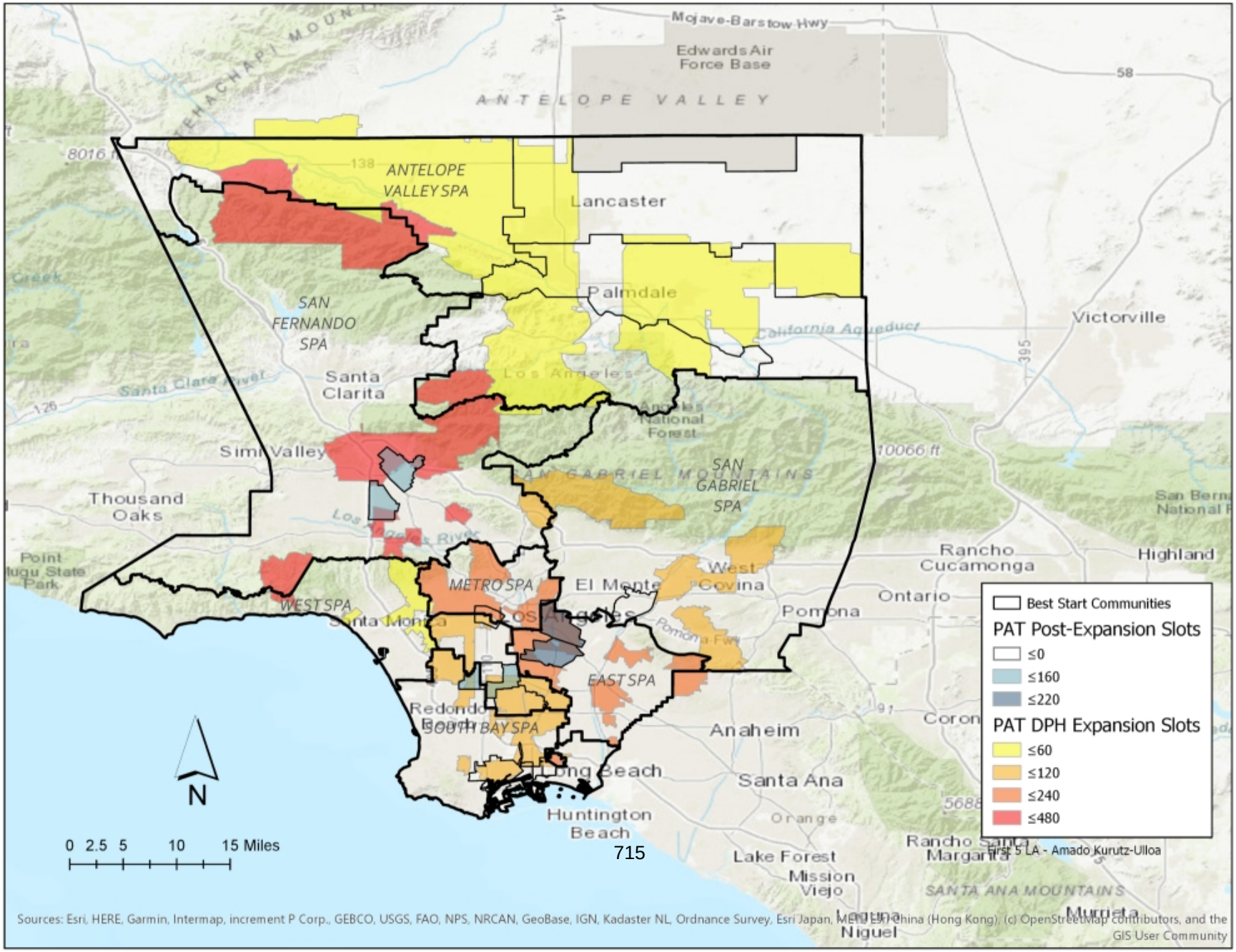
Healthy Families America – Prevention & Early Intervention Expansion



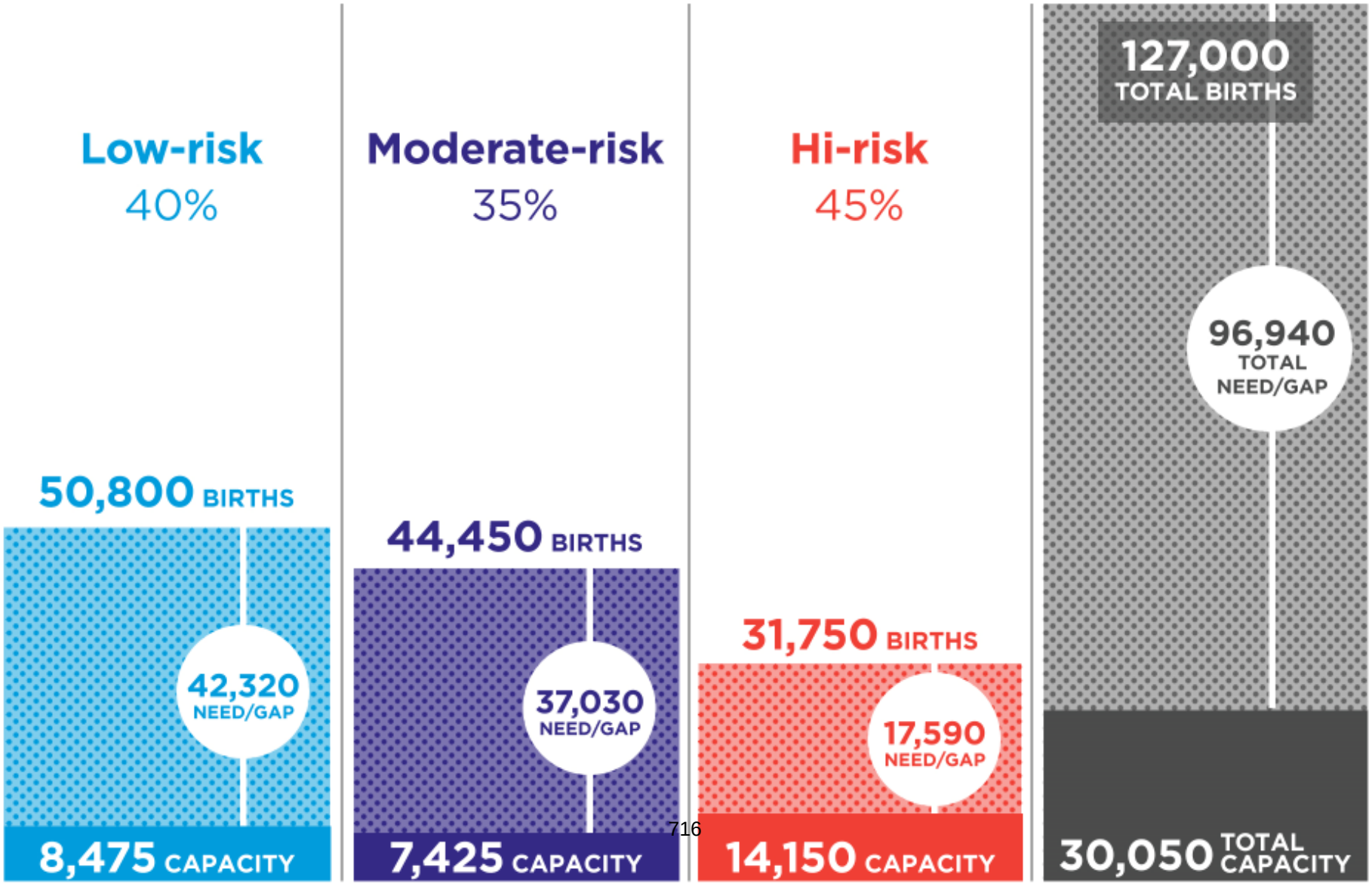
Parents as Teachers – First 5 LA



Parents as Teachers – Prevention & Early Intervention Expansion

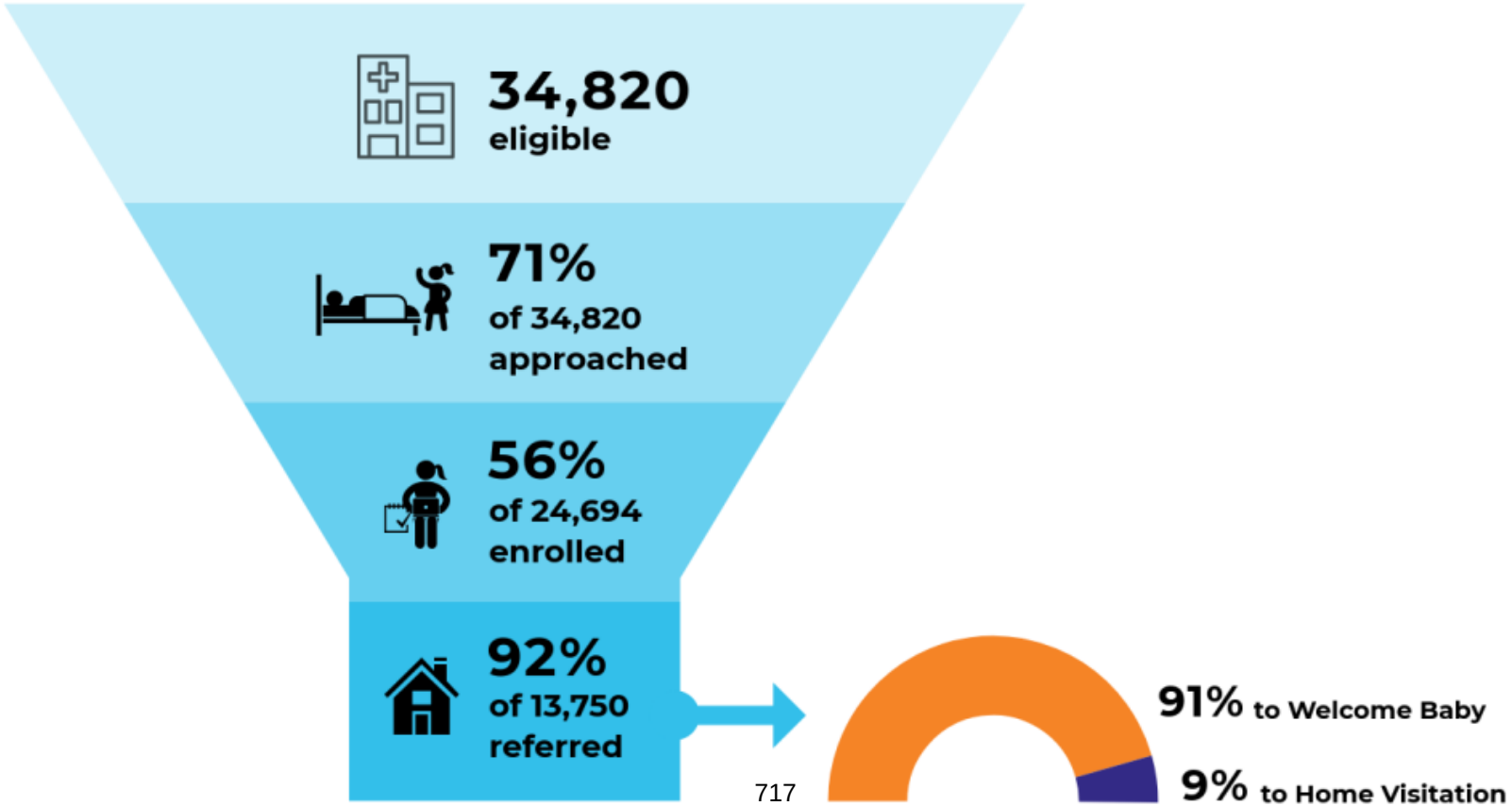


Meeting the Needs of L.A. County Births

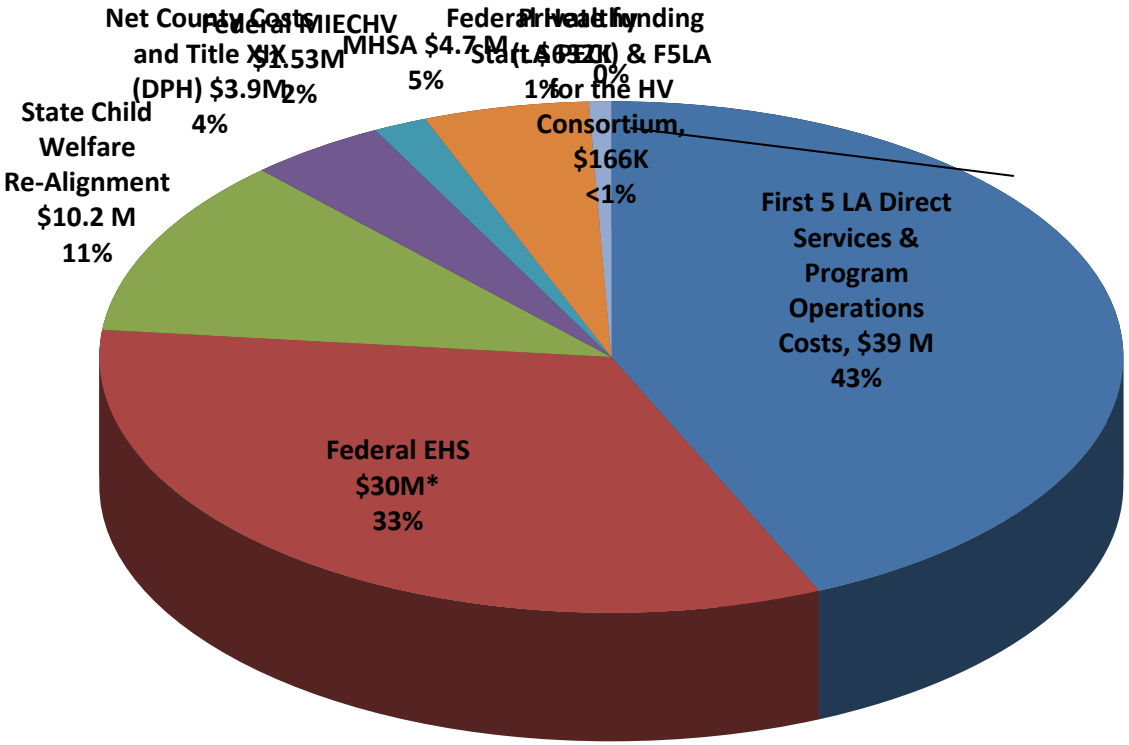


How Many Families Do We Serve?

Client Pathway



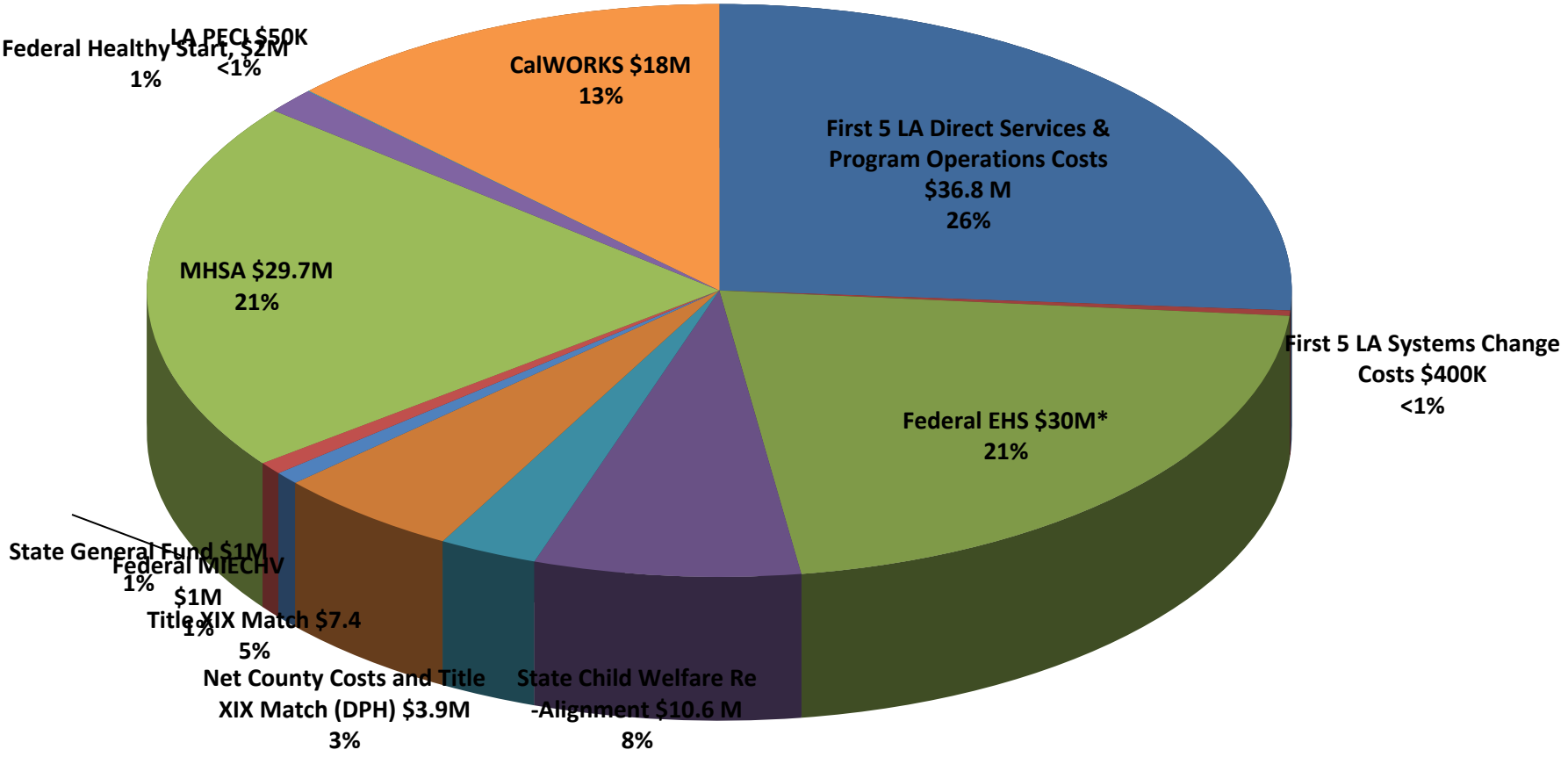
Los Angeles County Home Visiting Funding Estimates FY 16-17 - $90M



Note: Federal Administration for Children and Families/Early Head Start (EHS) funds is an estimate based on the volume of families served and approximate cost per family. EHS funds combine home and center-based services so this estimate requires further refinement to represent the true cost of home-based services only.

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Los Angeles County Home Visiting Funding Estimates FY 19-20 - $141M

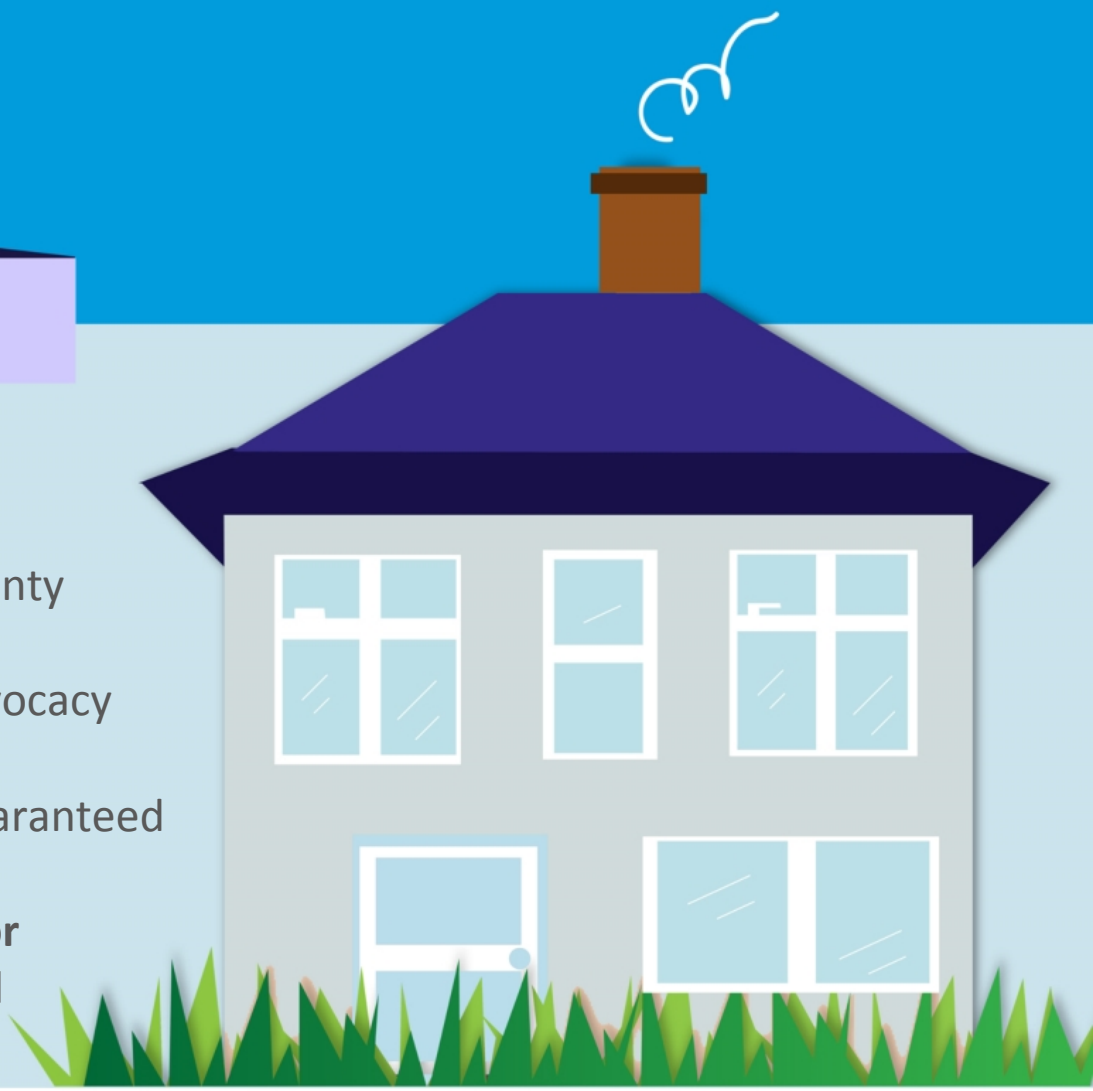


Note: Federal Administration for Children and Families/Early Head Start (EHS) funds is an estimate based on the volume of families served and approximate cost per family. EHS funds combine home and center-based services so this estimate requires further refinement to represent the true cost of home-based services only.

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Policy and Advocacy

Influencing Policy



- **Practice Informing Policy**
  - Leveraging learnings from LA County Home Visiting programs to drive legislative and administrative advocacy
- **Sustainability**
  - Embedding home visiting as a guaranteed benefit
- **Home Visiting as a critical platform for assisting with systems navigation and informing systems change**

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Policy and Advocacy

Expanding Resources



MHSA Prevention Early Intervention expansion of three home visiting models

- Approximately $40M over two years
- Growing the provider network
- Enhancing the capabilities of the home visiting field and its connection to mental health supports

Policy and Advocacy

Expanding Resources



Budget Proposal

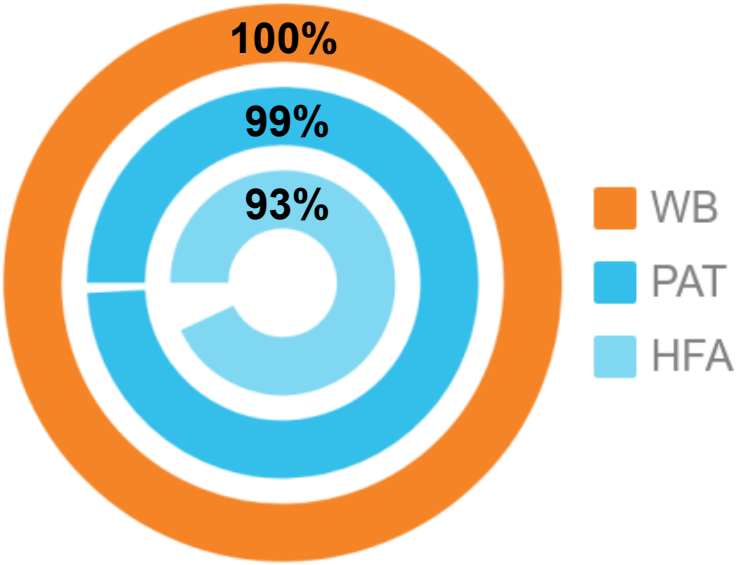
- First California investment in home visiting – serving CalWORKS families
- Expansion of California Home Visiting Program aligned with Federal Home Visiting funds: Maternal Infant and Early Childhood Home Visiting (MIECHV)

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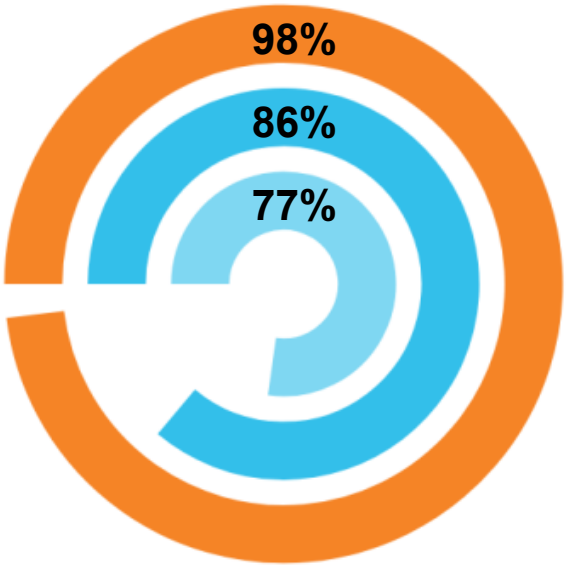
Program Impact on Families

Screenings in FY 17-18

Depression Screening within 3 months



Developmental Screening in the past fiscal year

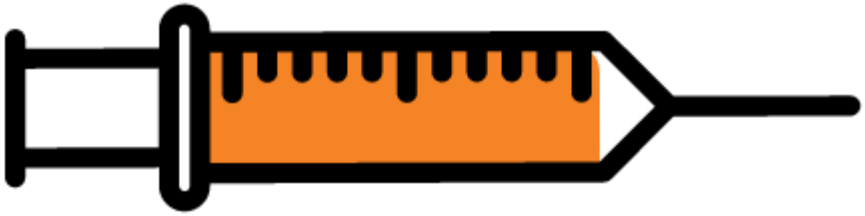


WB
PAT
HFA

Program Impact on Families

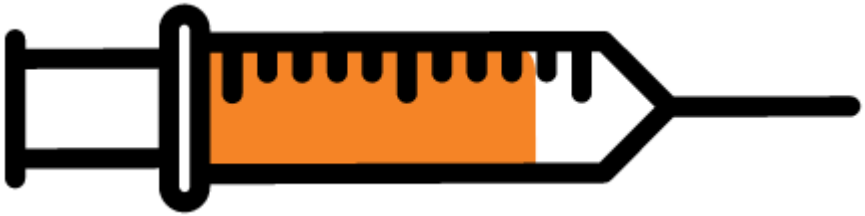
Immunization Status

Welcome Baby
Status at 9 Months



95% of clients up to date

Home Visitation
Status at 12 Months

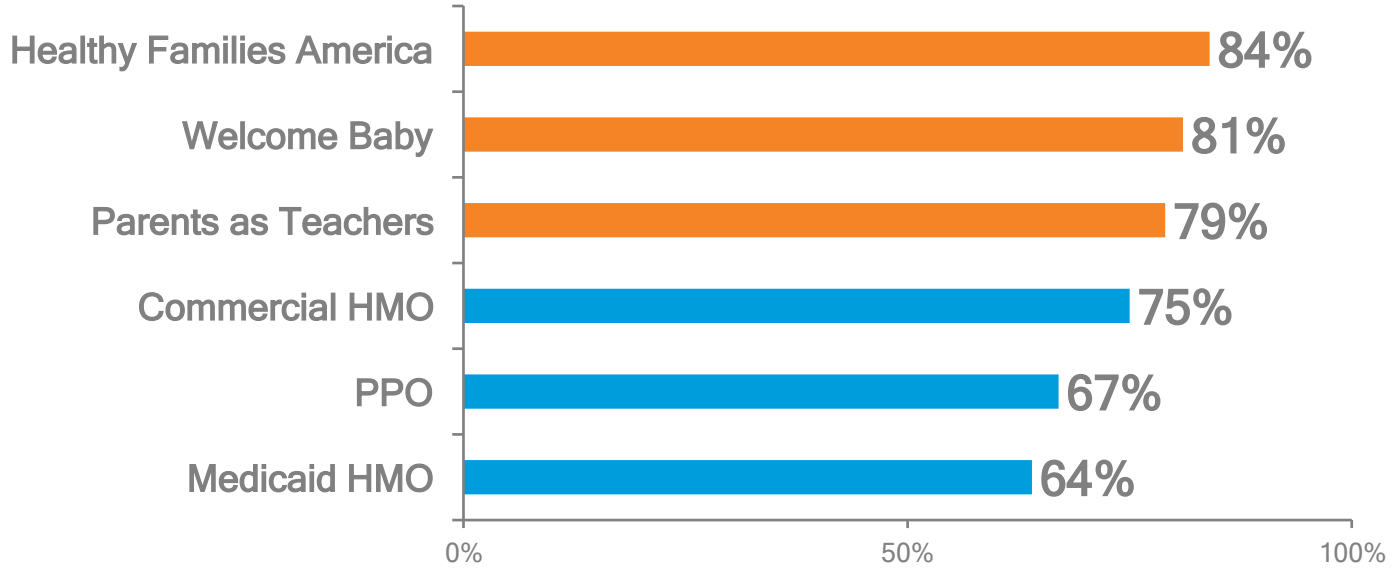


83% of clients up to date

Data is averaged across the past 4 fiscal years.

Program Impact on Families

Clients receiving HEDIS Postpartum Check-Up Visit (FY 17-18)





System Building

Maximizing Resources

Medicaid Billing Pilots

- Targeted Case Management (TCM) Pilot - Select Home Visiting
- Medi-Cal Administrative Activities (MAA) - Welcome Baby

Managed Care Engagement

- Exploring opportunities to integrate home visiting into Medi-Cal Managed Care, including California Comprehensive Perinatal Services Program
- Piloting auto referral into home visiting from Blue Shield California Promise Health Plan in Antelope Valley



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Next Steps

- Building on systems growth momentum in FY 19-20
  - Leading advocacy efforts statewide on Home Visiting
    - Continued funding
    - Program implementation
  - Maximizing and integrating funding efforts
  - Working with partners and providers to reduce administrative burden of expansion and diversity of funding streams
  - Building out infrastructure for a sustainable workforce
  - Expand provider network and diversity of models available to meet family needs

Los Angeles County Home Visiting Partners

COUNTY OF LOS ANGELES:

- Department of Public Health
- Department of Mental Health
- Department of Public Social Services
- Health Services Department
- Department of Children & Family Services
- Department of Probation
- Office of Child Protection
- Libraries
- Office of Education
- Health Plan Partners
- LA Best Babies Network
- Home Visiting Consortium
- Children's Data Network
- Partnership for Early Childhood Investment

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MEMORANDUM

TO: Honorable Chair and The Board of Commissioners

CC: Kim Belshé
John Wagner

FROM: Craig A. Steele, Legal Counsel

DATE: June 13, 2019

SUBJECT: Proposed Bylaw Amendment to Eliminate Limit on Terms Served by Officers of the Commission

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The Commission's Bylaws provide the rules and operating procedures for the governance of First 5 LA, as required by State law and the Los Angeles County Code. The original Bylaws were among the first official actions adopted by the original Los Angeles County Proposition 10 Commission. As First 5 LA has evolved and matured over the ensuing years, the Commission has updated the Bylaws periodically to reflect then-current circumstances.

Originally, the Bylaws included a limit on the number of terms an individual could serve as an officer of the Commission at two terms. The officers of the Commission, established in the Bylaws, are the Chair, Vice Chair, and Committee Chairs. The first term limit reflected the original Commission's desire to have all members involved as officers, as well as the Board of Supervisors' rotating appointment of a different member to the Commission every year and your Commission's tradition of electing the County Supervisor member as Commission Chair. In 2017, to reflect the Commission's recognition that more continuity in the service of officers is desirable, the two term limit was increased to four. The more recent pattern has seen the successive Chairs of the Board of Supervisors continue to appoint Supervisor Kuehl to serve on the First 5 LA Commission. She has expressed interest in continuing to serve in future years. In the immediate term, this proposed change would permit Chair Kuehl to serve again in that role if she is designated by the Chair of the Board of Supervisors and elected to another term as Chair by the Commission.

Given the maturity of the organization, and with the benefit of about 20 years of governance experience, staff believes that the term limit has served its useful purpose and is no

longer necessary. Removing the term limit from the Bylaws will promote continuity in the leadership of First 5 LA, which has become extremely beneficial for the organization. The proposed amendment also makes a minor clarifying change to language about the length of a term of office.

On June 5th, 2019 the Executive Committee considered this amendment and recommended approval. The full commission will consider and vote on the amendment through the Commission's normal two-step consideration process.

Attachment(s)

1\2301520v1.doc

FIRST 5 LA
2019 PROPOSED BYLAW AMENDMENT

Text to be deleted shown in ~~strikethrough~~. Text to be added is underlined.

ARTICLE V
Commission Officers and Election

Section I. Officers

The officers of the Commission shall be a Chair, Vice-Chair, and such other officers as the Commission may designate. The Chair and Vice-Chair shall perform the duties of their respective offices indicated in these by-laws, and such other duties as the Commission may direct from time to time. The Executive Director or her/his designee shall serve as Secretary to the Commission.

Section II. Election

Officers of the Commission shall be chosen annually by an election to be held not later than January, unless an earlier election is necessary because of a vacancy.

Section III. Terms

The term of office for officers of the Commission is one year from the date of election or until removal or resignation, if earlier.

~~No individual Commission member shall be eligible for election to the same office of the Commission for more than four (4) consecutive terms.~~ The Commission may remove an officer prior to the expiration of his or her term, as deemed necessary.

###

Agenda Item: 10
Date: June 13, 2019

FIRST 5 LA

SUBJECT:

1. Annual Review of the First 5 LA Strategic Plan
2. Preliminary Findings from County Partner Interviews and Community Engagement Sessions to inform Strategic Plan Refinement Process

BACKGROUND:

Annual Review of the First 5 LA's Strategic Plan

First 5 LA is funded through the voter-enacted Proposition 10 which was designed to support local decision making and ensure that the investments generated by the revenue addressed the diverse and unique needs of each county in California. In order to ensure accountability across the state, Proposition 10 imposed certain annual procedural requirements on each county commission as a condition to the continuing receipt of Proposition 10 tobacco tax funds. Those procedural conditions include the requirement that the Board hold a public hearing at least annually to review the First 5 California Annual Report, First 5 LA's Strategic Plan, and First 5 LA's annual audit. The June 13th Board Meeting will include time for a public hearing on the First 5 LA Strategic Plan and to receive any additional comments, consistent with the Proposition 10 requirements. The annual audit will be presented in the fall following completion by the independent auditors.

Strategic Plan Refinement Process Update

The Strategic Plan refinement process encompasses four major phases: Review, Reflect, Refine, and Results (SPR4).

The second phase of the SPR4 process, Reflect, will be completed by the end of June and addressed the following questions:

- How do learnings from our progress inform how we approach our future work?
- How do changes in the landscape create new and/or unanticipated opportunities to advance our targeted outcomes?
- How do the Results for Children and Families, as defined in the Impact Framework, inform our strategies and how we approach our work?

Building on the Board and staff discussions, the Reflect phase will also include:

- Gathering input from community partners and key stakeholders to inform First 5 LA's strategies and how we approach our work through community engagement sessions
- Conducting a series of County partners interviews to inform First 5 LA's strategies and how we approach our work

Soliciting input from community partners and County partners is an important part of the SPR4 process. The following principles have guided First 5 LA's approach:

- *Leverage existing forums that are platforms for community and stakeholder engagement* – First 5 LA participates in multiple early childhood forums at the community, county and State level. These standing committees and councils were often created to provide a forum for community input and engagement of stakeholders. Staff requested time and space at these existing forums to solicit input from stakeholders. Similarly, staff leveraged the existing Best Start community meetings as a platform to solicit community feedback.

- *Solicit input that builds upon the work that First 5 LA is doing consistent with the Strategic Plan and Refinement process approach* – Input gathered is geared towards understanding what's working and how First 5 LA can better achieve targeted results through refining its

current strategies. Input has been solicited to capture stakeholders' and community members' perspectives on what's working, learnings that have occurred in the past three years, and changes in the environment that can be leveraged to maximize opportunities for improving outcomes for children.

- *Engage staff to collect this input through their representation at forums using common frameworks* – First 5 LA staff were critical in soliciting stakeholder and community input. Staff is often working in communities and with key partners and served as important resources to listen, learn and consolidate feedback from stakeholders.

DISCUSSION AND NEXT STEPS:

During the June 13 Board of Commissioners meeting, Learning for Action (LFA), will present the preliminary key findings from the community engagement sessions and County Partner Interviews. The community engagement sessions will be completed by the first week of June and the findings shared during the meeting will reflect sessions that have been conducted and notes submitted as of May 24, 2019. The presentation will be followed by a discussion with Commissioners on the implications of the findings. The discussion and key findings will inform the strategy refinement process occurring during the third phase of SPR4 process. This agenda item will also provide the forum to meet the annual review requirements and solicit any further community input.



1. **Annual Review of the First 5 LA Strategic Plan**
2. **Preliminary Findings from County Partner Interviews and Community Engagement Sessions to inform Strategic Plan Refinement Process**

Christina Altmayer
Vice President, Programs

Steven LaFrance
Founder and CEO, Learning for Action







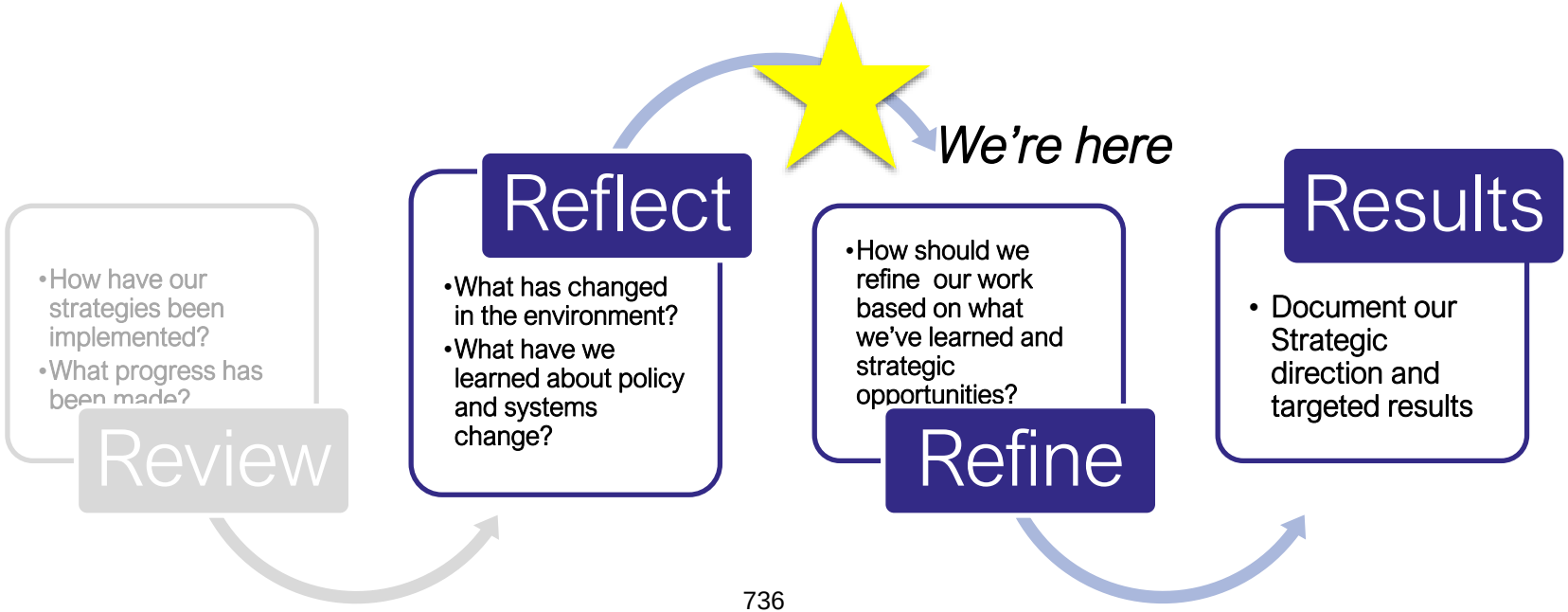
Presentation Objectives

- To provide a high-level synthesis of **County partner and community stakeholder** input regarding **strategic opportunities** for First 5 LA

- To gather **Board reflections** on considerations for strategy refinement based on County partner and community stakeholder input

Strategic Plan Refinement Process Summary

Proposed planning process will focus on ***reviewing, reflecting, and refining*** the current Strategic Plan



- **Community Engagement Sessions:** First 5 LA staff have conducted seven engagement sessions with key stakeholders as of May 24, 2019. More sessions are planned through the first week of June. The sessions will engage over 130 stakeholders once completed. First 5 LA staff are also holding input session across Best Start Communities.
- **County Partner Interviews:** Learning for Action staff conducted phone interviews with 19 stakeholders consisting of 17 County Partners as well as representatives from First 5 CA and the First 5 Association.

Community Input



Early Care and Education (ECE)

- Continue policy advocacy efforts to advance ECE priorities in alignment with County and State budget and ECE policy opportunities
- Make ECE more relevant to education sector broadly by drawing stronger, more intentional links across ECE, K-12, and higher education
- Continue to support quality ECE through advancement of the workforce and professionalization of the field
- Advocate to raise ECE workforce compensation and support efforts to make the profession more attractive as a career
- Advance policies to improve quality of child care sites

COMMUNITY INPUT: Opportunities

Health

- Partner with provider professional organizations to ramp up training in assessment and developmental screening
- Support systems integration to effectively connect families to resources / services following identification of developmental delays
- Partner with others to develop a recommendation for a standard county-wide evidence-based assessment tool

COMMUNITY INPUT: Opportunities

Families & Communities

- Contribute to targeted communications campaigns (e.g., by zip code) and increase social media efforts to raise parent/caregiver awareness and knowledge of child health and development
- Stay closely connected to families and communities, including their voices through ongoing input processes and collaboration to better understand their needs and definition of progress / success on shared goals
- Continue to engage in parent engagement, with careful mindfulness of cultural differences and different family structures
- Stay the course with current home visiting efforts, working towards universal access

County Partner Input



County Partner Input

First 5 LA is respected and valued by its County partners as:

- A critical voice and thought leader with deep roots in the community and expertise on issues related to children and families
- A valued partner that has flexibility to engage and contribute to shared efforts in ways that County partners cannot
- Well suited to provide strategic guidance on how best to seize opportunities created by the Governor's investments in early childhood

Overarching Feedback about First 5 LA's Role

- **Deepen understanding** of efforts in other regions/counties to inform state-level policy efforts.
- **Further define and communicate First 5 LA's identity and role** in the current landscape through this refinement process.
- **Focus on equity** – defining and addressing where needs for comprehensive supports for families can have the greatest positive impact.

First 5 LA's Role in Maximizing County-Level Efforts

- Enhance opportunities for **County-level collaboration** through:
  - "Networking the networks" – develop regional approach engaging county departments and CBOs in adjacent, complementary, and overlapping initiatives
  - Aligning work across partners engaged in common strategies (e.g. home visiting)
- Contribute to the **data landscape**:
  - Assist in the development of data that can help County partners advocate for sustainable funding in the face of declining fiscal support from First 5 LA
  - Support predictive risk modeling to better serve the needs of the community
  - Partner with DCFS to establish the evidence base for prevention services/interventions (to expand services in alignment with the Family First Services Prevention Act)

Board Discussion

- What feedback resonates as most relevant that you would recommend staff further consider in strategy refinement?

Next Steps for Strategic Plan Refinement Process

REFLECT | REFINE

May

- ❑ May BOC: Futures for Young Children and Families Forecast Presentation
- ❑ May PPC: Strategy Refinement Approach and Guidance
- ❑ Complete Community Engagement Sessions and County Partners Interviews
- ❑ Continue synthesis of key inputs for strategy refinement process

June

- ❑ Strategy refinement process begins
- ❑ June BOC: Present preliminary findings of community engagement sessions and county partner interviews
- ❑ Center for Effective Philanthropy stakeholder and grantee perception surveys

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Jul

- ❑ Jul 11: Board Strategic Planning Session - Emerging strategy refinement recommendations and preliminary targets
- ❑ Continue strategy refinement process
- ❑ Center for Effective Philanthropy stakeholder and grantee perception surveys

Appendix



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Appendix 1: Community Engagement Sessions Questions

- What are partnership opportunities to achieve the Results for Children and Families?
- Where could First 5 LA and our partners go deeper, change track, or pull back?
- What are critical areas for First 5 LA to grow its capabilities to effectively do this work?
- What does success look like for First 5 LA and our partners in achieving the Results for Children and Families?

Appendix 2: Community Meetings and Forums

- African American Infant and Maternal Mortality Steering Committee
- Best Start Region 1
- Best Start Region 2
- Best Start Region 3*
- Best Start Region 4
- Best Start Region 5
- Child Care Planning Committee, County of Los Angeles*
- ELA Alliance Meeting*
- First Connections Grantees Convening
- First 5 LA Maternal and Child Health Managed Care Meeting*
- LA Care Child Health Advisory Committee
- Los Angeles County Commission for Children and Families*
- Los Angeles County Perinatal and Early Childhood Home Visitation Consortium*
- Los Angeles County Policy Roundtable for Childcare and Development
- PEACH Monthly Meeting*

750

*Completed as of 5/24/19 and included in summary

Appendix 3: County Partners Interview List

- Supervisor Hilda Solis, First District
- Supervisor Mark Ridley-Thomas, Second District
- Supervisor Sheila Kuehl's Office, Third District
- Supervisor Janice Hahn Office, Fourth District
- Supervisor Kathryn Barger, Fifth District
- Los Angeles County Commission for Children and Families
- County Executive Office, Los Angeles County
- Office of Child Protection
- Department of Public Social Services
- Los Angeles County Department of Public Health
- Department of Children and Family Services
- Center for Strategic Partnerships
- Department of Health Services
- First 5 Association
- First 5 California

Early Care and Education (ECE)

- Work with County partners to bring an equity lens in efforts to expand access to, and improve the quality of, ECE across communities
  - Examine disparities in access and quality across the county
  - Balance a focus on quality within ECE centers with efforts to enhance quality of home-based care (which serve most of the County's low-income children and children of color)
- Provide thought partnership and subject matter expert in County efforts to elevate its focus on ECE
  - Explore with County partners the idea of a dedicated County ECE Department

Families

- Normalize family support through systems and cultural changes (e.g., diagnosis-based services / problem-focused reimbursement models)
- Partner on a large-scale data sharing initiative across county systems (e.g. DCFS, DSS, DMH, Probation) to enable care coordination and provision of optimal supports for families who touch multiple systems
- Serve as a leader for a County-wide effort that brings together county departments, funders, and CBOs, to weave together an integrated network of family supports to prevent undesirable outcomes

Health

- Facilitate efforts to build connections across systems to developmental supports particularly for children with mild to moderate needs
- Enhance focus on systems supporting maternal and infant health, specifically those serving African-American mothers and babies
- Increase focus on ACES and the impacts of trauma on brain development (noting that one stakeholder suggested F5LA pull back trauma informed care given that others are in this space)
  - Increase awareness across audiences about the neuroscience research base
  - Build out the system of care for addressing needs of children with ACES exposures

Communities

- First 5 LA is seen as a critical partner for bringing community input into systems-level planning conversations in a meaningful way
  - First 5 LA is positioned to leverage community voice and elevate family needs in a way that County partners cannot, particularly given the valuable infrastructure in place via the Best Start Communities
- First 5 LA can be a valuable partner to have at the table for county-wide efforts that may not be seen as directly tied to early childhood, for instance workforce development and economic opportunity