

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Thursday, May 2, 2019
1:30 PM - 4:00 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
 - **Judy Abdo, Executive Committee Chair**
2. **INFORMATION**
 - Standing Items
 - A. Annual Audit – Entrance Interview 3
 - **Faustino Genio, Accounting Manager**
 - **Roger Alfaro, Partner, Vavrinek, Trine, Day & Co**
 - B. Review of Annual Budget – Proposed Draft Budget FY 19-20 12
 - **Raoul Ortega, Finance Director**
 - **Daisy Lopez, Financial Planning and Analysis Manager**
 - C. Review of Annual Report to the State Commission
 - D. Contract Compliance
 - E. Quality Assurance
 - F. Evaluation
 - G. Policy and Advocacy
 - H. Personnel and Compensation
3. **INFORMATION**
 - Capital Improvement Plan Update:
 - A. Architecture & Engineering Consultant Contractor

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COMMISSIONERS

Los Angeles County Supervisor	Jane Boeckmann	Yvette Martinez
Sheila Kuehl	Bobby Cagle	Romalis J. Taylor
Chair	Barbara Ferrer, Ph.D., M.P.H., M.Ed.	Keesha Woods
Judy Abdo		Marlene Zepeda, Ph.D.
Vice Chair		

EX OFFICIO MEMBERS

Karla Pleitez Howell
Jonathan E. Sherin, M.D., Ph.D.
Wendy Smith, Ph.D., LCSW
Deanne Tilton

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

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B. Exemption to Waive the Environmental Study State Requirement

- **John Wagner, Executive Vice President**

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

4. **ACTION**

Adjournment of Executive Committee

(Budget and Finance Committee continues meeting)

5. **INFORMATION**

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Review Special Meeting of the Budget & Finance Committee notes –
February 4, 2019

- **Yvette Martinez, Budget & Finance Committee Chair**

6. **INFORMATION**

Public Comment

7. **ACTION**

Adjournment of Budget & Finance Committee

8. **CLOSED SESSION OF THE EXECUTIVE COMMITTEE**

PUBLIC EMPLOYEE PERFORMANCE EVALUATION

Government Code Section 54957

Title: Executive Director

The Commission will provide an opportunity for public
comment on the item on this agenda.

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First 5 LA

AUDIT COMMUNICATIONS

Audit Scope and Timing

Perform the audit of the:

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

Timeline:

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

Our Responsibility

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

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

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

Issue a report on state compliance with SCO guidelines

Our Responsibility

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

- Material misstatements may result from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity
- No opinion on internal control will be expressed

Our Responsibility

Communicate other matters:

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

Our Approach

Planning and Risk Assessment:

- Meet with Management
- Obtain an understanding of the entity, its environment and risks
- Identify audit risk areas
- Inspect financial and other information
- Consider/inquire regarding fraud risks
- Understand the design and implementation of internal control
- Prepare risk assessment and audit plan
- Test key business cycles –
 - Revenue
 - Disbursements
 - Payroll
 - Investments
 - Capital assets
 - Financial reporting
 - IT
 - Budget
- State Compliance – Guidelines issued by State Controller

Our Approach

Final:

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

Exit:

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

Questions

Contact information
Roger Alfaro, Partner
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909.466.4410

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FY 2019-20 BUDGET:

TRANSMITTAL MEMO

Memo

To: Budget and Finance Committee/Executive Committee

From: Kim Belshé, Executive Director

Date: May 2, 2019

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2019-20 BUDGET**

Members of the Committees:

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.

First 5 LA is pleased to present the proposed fiscal year 2019-20 budget for Board consideration and discussion on May 2nd, when the Executive and Budget & Finance Committees will jointly meet. As a result, we will convene this session as a Special Meeting of the Board of Commissioners.

What follows are a number of observations about key themes and issues associated with the proposed FY 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		Proposed		Variance
	Original	Revised	FY 2019-20 Budget		
Program					
<i>2015-2020 Strategic Plan: Focusing for the Future</i>					
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%
<i>Total 2015-2020 Strategic Plan</i>	\$ 105,435,000	75% \$ 107,744,000	75% \$ 106,660,000	80% \$ (1,084,000)	-1.7%
<i>Legacy Investments</i>	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%

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.

FY 2019-20 Draft Budget

Special Meeting of the
Board of Commissioners –
Budget & Finance and Executive
Committees

May 2, 2019



Objectives

1. Budget Overview
2. Programmatic Costs
3. Operating Costs
4. Administrative Cost Limit
5. Next Steps

Budget Themes

Strategic Implementation & Budget Related Themes

- Continued Progress in Implementation of the SP
- Policy and systems change – at the center of our work
- Partnerships at the heart of changing systems and at the heart of our budget
- First 5 LA as an impact-focused learning organization
- Sustainability planning
- Equity

Budget Components

Components of the FY 2019-20 Budget

1. 2015-2020 Strategic Plan: Focusing for the Future
 - a) Strategic Plan Priority Outcome Areas
 - b) Strategic Plan Investment Areas & Support Costs
 - c) Integration & Learning
2. Legacy Investments
3. Internal Operations (Operating Budget)

FY 2019-20 Budget Summary

BUDGET CATEGORY	FY 2018-19 Budget		Proposed		FY 2019-20 Budget		Variance	
	Original	Revised						
Program								
<i>2015-2020 Strategic Plan: Focusing for the Future</i>								
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	10,560,000	10,305,000			9,892,000		\$ (413,000)	-4.0%
c. Integration & Learning Division: Learning Organization	5,941,000	5,941,000			6,212,000		\$ 271,000	4.6%
<i>Total 2015-2020 Strategic Plan</i>	\$ 105,282,000	75% \$ 107,591,000	76%		\$ 106,660,000	80%	\$ (931,000)	-0.3%
<i>Legacy Investments</i>	11,708,000	8% 11,646,000	8%		4,229,000	3%	(7,417,000)	-63.7%
Total Program	\$ 116,990,000	84%	\$ 119,237,000	84%	\$ 110,889,000	83%	\$ (8,348,000)	-7.0%
Operating (Administration Division)	22,849,688	16%	22,849,688	16%	22,828,358	17%	(21,330)	-0.1%
TOTAL BUDGET	\$ 139,839,688	100%	\$ 142,086,688	100%	\$ 133,717,358	100%	\$ (8,369,330)	-5.9%

Budget Highlights

- Overall decrease of \$8,369,330 or 5.9%
- Decrease of \$931,000 (0.3%) to support the 2015-2020 Strategic Plan
- Decrease of \$7.4 million (63.7%) in Legacy Resources
- Net decrease of \$8.4 million (7.0%) in total programs budget
- Net decrease of \$21,330 (0.1%) in Operating costs

Program Budget Overview

FY 2019-20 is reflective of an ongoing effort to align program costs to the fiscal realities of declining revenues.

- Alignment to FY 18-19 mid-year revised cost
- Net decrease to programmatic budget (compared to FY 19-20 mid-year revised budget)
- Net decrease to operating budget (compared to FY 19-20 mid-year revised budget)
- Eye toward long-term sustainability

Strategic Plan Priority Outcome Areas

Estimated resources required to support
the Strategic Plan Priority Outcome Areas

2015-2020 STRATEGIC PLAN OUTCOME AREA	Revised FY 2018-19	Proposed FY 2019-20	Variance	
Families	\$ 41,383,000	\$ 39,343,000	\$ (2,040,000)	-4.9%
Communities	20,482,000	19,470,000	(1,012,000)	-4.9%
Early Care & Education (ECE) Systems	25,793,000	26,046,000	253,000	1.0%
Health-Related Systems	3,687,000	5,697,000	2,010,000	54.5%
Total Strategic Plan Priority Outcome Areas	\$ 91,345,000	\$ 90,556,000	\$ (789,000)	-0.9%

Families and Communities Overview

FAMILIES OUTCOME AREA	Revised FY 2018-19 Budget		Proposed FY 2019-20 Budget	
Strategy 1 - Home Visiting	\$ 39,348,000	95%	\$ 37,275,000	95%
Strategy 2 - Family Engagement	1,835,000	4%	2,068,000	5%
Total Families Outcome Area	\$ 41,383,000	100%	\$ 39,343,000	100%

COMMUNITIES OUTCOME AREA	Revised FY 2018-19 Budget		Approved FY 2019-20 Budget	
Strategy 1 - Community Leadership & Collaboration	\$ 18,282,000	89%	\$ 17,324,000	89%
Strategy 2 - Coordinated Services & Supports	323,000	2%	273,000	1%
Strategy 3 - Built Environment Policy & Advocacy	956,000	5%	1,175,000	6%
Cross-Strategy Investments	671,000	3%	698,000	4%
Total Communities Outcome Area	\$ 20,482,000	100%	\$ 19,470,000	100%

ECE and Health-Related Systems Overview

ECE OUTCOME AREA	Revised		Approved	
	FY 2018-19 Budget		FY 2019-20 Budget	
Strategy 1 - Policy/Advocacy	\$ 7,270,000	28%	\$ 8,464,000	32%
Strategy 2 - QRIS	15,833,000	61%	15,550,000	60%
Strategy 3 - Professional Development	2,215,000	9%	1,905,000	7%
Emerging Opportunities	475,000	2%	127,000	0%
Total ECE Outcome Area	\$ 25,793,000	100%	\$ 26,046,000	100%

HEALTH-RELATED SYSTEMS OUTCOME AREA	Revised		Proposed	
	FY 2018-19 Budget		FY 2019-20 Budget	
Strategy 1 - Early Identification and Intervention	\$ 2,610,000	71%	\$ 4,815,000	85%
Strategy 2 - Trauma-Informed Care	827,000	22%	697,000	12%
Emerging Opportunities	250,000	7%	185,000	3%
Total Health Outcome Area	\$ 3,687,000	100%	\$ 5,697,000	100%

SP Related Investment Areas & Support Costs

Investments to cultivate diverse partnerships, create awareness and urgency among decision-makers, and support advocates for policy change on behalf of children and their families.

Policy & Strategy Division: Strategic Plan Related Investment Area & Support	Revised FY 2018-19 Budget		Proposed FY 2019-20 Budget	
Policy Agenda/Advocacy	\$	2,715,000 26%	\$	2,370,000 24%
Communications		6,396,000 61%		6,116,000 62%
County Partnerships		165,000 2%		315,000 3%
Strategic Partnerships		946,000 9%		718,000 7%
Community Engagement and Advocacy		161,000 2%		323,000 3%
Policy & Strategy - Emerging Opportunities		75,000 1%		50,000 1%
Total P&S Division SPRIA Support Costs	\$	10,458,000 100%	\$	9,892,000 100%

Integration & Learning

Investment to establish key building blocks of a learning organization. This includes support for ongoing research and evaluation work.

Integration & Learning Division	Revised		Proposed	
	FY 2018-19 Budget		FY 2019-20 Budget	
Integration & Learning Division Support	\$	290,000 0%	\$	578,000 9%
Integration & Learning		206,000 3%		171,000 3%
Measurement, Learning & Evaluation		5,345,000 90%		5,463,000 88%
Integration & Learning - Emerging Opportunities		100,000 2%		- 0%
Total Integration & Learning Division	\$	5,941,000 100%	\$	6,212,000 100%

Legacy Investments

4 investments, representing ongoing work of the Commission (down from 9 in FY 2018-19)

- Initiatives continue ramping down during FY 2019-20

Investments ending in FY 2018-19 include:

- At-Risk Fathers Investment (\$295,000 decrease)
- Children's Dental Care (\$310,000 decrease)
- Information Resource and Referral (\$1,240,000 decrease)
- Parent Child Interaction Therapy (\$4,171,000 decrease)
- Policy Advocacy Fund (\$55,000 decrease)

Total proposed FY 2019-20 budget: \$4.2 million

Internal Operations (Operating Budget)

Estimates were informed by:

- Historical spending trends
- Contracts with existing and prospective grantees/vendors
- Anticipated activities and expenditures
- Timing of expenditures based on the timeline of activities

Internal Operations (Operating Budget)

OPERATING COST CATEGORY	FY 2018-19 Budget				Proposed		Variance	
	Original		Revised					
Personnel Services	\$ 18,024,406	79%	\$ 17,765,206	78%	\$ 17,867,331	78.3%	\$ 102,125	0.6%
Operating Expenses	1,788,900	8%	\$ 1,815,300	8%	1,801,387	7.9%	\$ (13,913)	-0.8%
Consultant Services	1,532,300	7%	\$ 1,732,300	8%	1,715,700	7.5%	\$ (16,600)	-1.0%
Professional Services	520,552	2%	\$ 540,552	2%	512,740	2.2%	\$ (27,812)	-5.1%
Travel Expenses	422,630	2%	\$ 439,430	2%	448,850	2.0%	\$ 9,420	2.1%
Professional Development	560,900	2%	\$ 556,900	2%	482,350	2.1%	\$ (74,550)	-13.4%
Total Operating Costs	\$ 22,849,688	100%	\$ 22,849,688	100%	\$ 22,828,358	100%	\$ (21,330)	-0.1%

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

- Total overall cost is below the FY 2018-19 budget
- Maintained FTE at the FY 2018-19 approved count of 148
- Includes a Personnel vacancy rate adjustment to account for staff vacancies throughout the year

Administrative Cost Limit

\$13.5 million or 10.12% of the total proposed FY 2019-20 budget

- Broad (Inclusive) Approach:
 - All costs for administrative departments, as well as 100% of salary/benefit costs for Executive Leadership, Directors and Administrative Assistants
- 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

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

QUESTIONS?





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 also 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.

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.

BUDGET CATEGORY	FY 2018-19 Budget				Proposed		Variance	
	Original		Revised		FY 2019-20 Budget			
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%
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%

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.

2015-2020 STRATEGIC PLAN OUTCOME AREA	Revised		Proposed	
	FY 2018-19 Budget		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. A majority 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	\$ 17,324,000	89%
Strategy 2 - Coordinated Services & Supports	273,000	1%
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 (\$17,324,000)

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.

Communities Strategy 2 – Coordinated Services & Supports (\$273,000)

Resources will support Regional and Local Networks to strengthen 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.

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.

Early Care and Education (ECE) Systems (\$26,046,000)

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). The majority of projected costs in FY 2019-20 will be spent on activities will focus on assessing and rating the quality of providers, providing quality improvement services, and providing incentives to support the ongoing quality improvement of 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.

Policy Agenda/Advocacy (\$2,370,000)

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. In order 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.

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 as a whole. 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 for the purpose of identifying alternate sources of revenue 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. 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. Additionally, analysis by the First 5 LA Finance department indicates that combined Proposition 10 and Proposition 56 backfill revenues are estimated to be lower than originally projected by the State DOF and the State Board of Equalization (BOE), based on actual revenue shortfalls identified in the last two fiscal years. Consequently, Proposition 10 and Proposition 56 revenue was adjusted downward by an additional 2% for the purposes of the LTFP analysis, and FY 2019-20 revenue projection, to account for this shortfall.

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 continues to work with other county Commissions and the State First 5 Association to closely monitor and evaluate the increasing BOE administrative costs and other adjustments that may directly impact revenue. Additionally, as Proposition 10 revenue continues on a downward trend, First 5 LA will continue 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. These early pursuits are noted in the alternative revenue sources above and the Targeted Case Management (TCM) leveraged resources included as part of the Families – Home Visiting investment.

First 5 LA will continue to explore and identify new public and private revenues that could support and advance our strategic goals.

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 \$33.6 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 due to the fact that administrative costs are generally not as fluid as other types of costs, and cannot adapt quickly to respond to changes in actual spending levels.

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

In addition to these department costs, the definition includes salary and employee benefit (S&EB) costs for Directors and Administrative Assistants in the following programmatic departments: Communities, Community Relations, Early Care & Education, Family Supports, Health Systems, Integration & Learning, Measurement, Learning & Evaluation, Public Policy & Government Affairs, and Strategic Partnerships.

This methodology, as reflected in the current Board-approved Administrative Cost Policy, represents a conservative approach to the administrative limit calculation. For example, although the organization’s Executive Leadership and 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.



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	
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)
2 Communities			20,976,000		(494,000)		20,482,000		19,470,000		(1,012,000)
3 Early Care & Education Systems			23,281,000		2,532,000		25,793,000		26,046,000		253,000
4 Health-Related Systems			3,687,000		-		3,687,000		5,697,000		2,010,000
Sub-total: Strategic Plan Priority Outcome Areas		\$	88,781,000	\$	2,564,000	\$	91,345,000	\$	90,558,000	\$	(787,000)
-1%											
Strategic Plan Policy & Strategy Support											
5 Policy Agenda/Advocacy		\$	3,015,000	\$	(300,000)	\$	2,715,000	\$	2,370,000	\$	(345,000)
6 Communications & Marketing			6,121,000		-		6,121,000		5,866,000		(255,000)
7 Communications - Conference Funding			250,000		25,000		275,000		(25,000)		(25,000)
8 County Partnerships			50,000		115,000		165,000		315,000		150,000
9 Strategic Partnerships-Cross-Cutting Funder Partnerships			745,000		-		745,000		557,000		(188,000)
10 Strategic Partnerships-Grantmaking Memberships			41,000		-		41,000		41,000		-
11 Strategic Partnerships-Partnership Development			160,000		-		160,000		120,000		(40,000)
12 Community Engagement and Advocacy			256,000		(95,000)		161,000		323,000		162,000
13 Policy & Strategy - Emerging Opportunities			75,000		-		75,000		50,000		(25,000)
Sub-total: Strategic Plan Policy & Strategy Support		\$	10,713,000	\$	(255,000)	\$	10,458,000	\$	9,592,000	\$	(866,000)
-5%											
Integration & Learning											
14 Communities of Practice		\$	35,000	\$	96,000	\$	131,000	\$	131,000	\$	-
15 Data Development and Integration			975,000		-		975,000		935,000		(40,000)
16 Data Partnership with Funders			850,000		-		850,000		850,000		-
17 Grantee Assessment			75,000		-		75,000		40,000		(35,000)
18 Impact Framework			112,000		-		112,000		400,000		288,000
19 Knowledge Management			178,000		-		178,000		178,000		-
20 Learning Plan Development			200,000		-		200,000		600,000		400,000
21 Organization-Wide Investment			96,000		(96,000)		-		-		-
22 Program Evaluation			3,320,000		-		3,320,000		3,078,000		(242,000)
23 Integration & Learning - Emerging Opportunities			100,000		-		100,000		-		(100,000)
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)
25 Baby Friendly Hospitals			150,000		-		150,000		102,000		(48,000)
26 Black Infant Health			1,863,000		-		1,863,000		1,027,000		(836,000)
27 Children's Dental Care			372,000		-		372,000		-		(372,000)
28 Information Resource and Referral			620,000		620,000		1,240,000		-		(1,240,000)
29 Little by Little/One Step Ahead			3,925,000		(425,000)		3,500,000		3,100,000		(400,000)
30 Parent Child Interaction Therapy			4,428,000		(257,000)		4,171,000		-		(4,171,000)
31 Policy Advocacy Fund			55,000		-		55,000		-		(55,000)
TOTAL LEGACY INVESTMENTS		\$	11,708,000	\$	(62,000)	\$	11,646,000	\$	4,228,000	\$	(7,417,000)
-64%											
TOTAL FIRST 5 LA PROGRAM BUDGET		\$	117,143,000	\$	2,247,000	\$	119,390,000	\$	110,888,000	\$	(8,501,000)
-7.1%											

FY 2019-20 BUDGET SUMMARY FOR PROJECTS BY STRATEGY/PROJECT

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENTS	FY 2018-19		FY 2019-20		VARIANCE						
				REVISED BUDGET		PROPOSED BUDGET		\$	%					
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE														
Strategic Plan Priority Outcome Areas														
Families	Families Strategy 1 - Home Visiting	\$	8,572,000	\$	645,000	\$	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	(25,000)		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%						
Families Strategy 2 - Family Engagement	Families - Emerging Opportunities	Targeted Case Management Implementation Support	200,000	(65,000)	145,000	184,000	39,000	27%						
		Welcome Baby Implementation and Outcomes Evaluation	238,000		238,000	-	(238,000)	-100%						
		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%						
		Emerging Opportunities - Families Outcome Area	200,000		200,000	-	(200,000)	-100%						
		Sub-total Families	\$	40,857,000	\$	526,000	\$	39,333,000	\$	(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 SPV 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%						
Network Capacity Building	503,000			(180,000)		323,000	(50,000)	-15%						
Built Environment Policy Advocacy Fund	750,000			(300,000)	450,000	750,000	300,000	67%						
Food Security	-				-	125,000	125,000	100%						
Communities Strategy 3 - Built Environment Policy & Advocacy	Link Advocates Government Family and Parks (Link)		300,000				300,000				-	0%		
		Legacy Investments	206,000		206,000			(206,000)				-100%		
		Learning Consortium	518,000	(194,000)		324,000	300,000	(24,000)	-7%					
		Data and Learning	-	180,000	180,000	51,000	(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%						
		Emerging Opportunities - Communities Outcome Area	250,000		250,000	-	(250,000)	-100%						
		Sub-total Communities	\$	20,976,000	\$	(494,000)	\$	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%						
		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%						
		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 Strategy 3 - Professional Development	ECE Financial Assessment	ECE Financial Assessment	150,000		150,000	-	(150,000)	-100%						
		ECE Workforce Registry	665,000		665,000	665,000	-	0%						
		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	\$	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%				
				Trauma-Informed Care	827,000		827,000	697,000	(130,000)	-15.7%				
				Emerging Opportunities - Health Outcome Area	250,000		250,000	185,000	(65,000)	-26%				
				Sub-total Health	\$	3,687,000	\$	-	\$	3,687,000	\$	2,010,000	54.5%	
Sub-Total: Priority Outcome Areas	\$			88,781,000	\$	2,564,000	\$	90,556,000	\$	(789,000)	-1%			

FY 2019-20 BUDGET SUMMARY FOR PROJECTS BY STRATEGY/PROJECT

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENTS	FY 2018-19 REVISED BUDGET	FY 2019-20		VARIANCE
					PROPOSED BUDGET	\$	
Strategic Plan Policy & Strategy Support	Policy Agenda/Advocacy	\$	\$	\$	\$	\$	0.0%
	State Policy and Sustainability Advocate	440,000	-	440,000	130,000	-	0.0%
	Strategic Plan Advocacy Strategies	2,445,000	(300,000)	2,145,000	1,800,000	(345,000)	-16.1%
	Strategic Communications Partnerships	6,121,000		6,121,000	2,875,000	(3,246,000)	-4.2%
	Strategic Marketing	250,000	25,000	275,000	213,000	(62,000)	-9.1%
	Conference Funding	250,000		250,000	250,000	(25,000)	-9.1%
	Bold Vision	50,000	115,000	165,000	150,000	(15,000)	100.0%
	County Partnership Fund	450,000		450,000	165,000	-	0.0%
	Sector Partnership Development	20,000	25,000	45,000	380,000	(70,000)	-15.6%
	LA Funders Collaborative	25,000	25,000	50,000	25,000	5,000	25.0%
	LA N-Sync	40,000		40,000	25,000	-	0.0%
	Los Angeles Area Chamber of Commerce	25,000		25,000	30,000	(10,000)	-25.0%
	Los Angeles Partnership for Early Childhood Investment	85,000		85,000	30,000	5,000	20%
	Southern California Grantmakers (SCG)	103,000		103,000	67,000	(18,000)	-21%
	Southern California Grantmakers (SCG)/Center for Strategic Public	100,000		100,000	-	(100,000)	-100.0%
	Private Partnerships (CSPPP)	41,000		41,000	41,000	-	0.0%
	Grantmaking Memberships	100,000		100,000	80,000	(20,000)	-20%
	Consulting	60,000		60,000	40,000	(20,000)	-33%
	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%
	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	\$ (666,000)	-5.4%
INTEGRATION & LEARNING							
Communities of Practice	External Partner Learning	\$	\$	\$	\$	\$	0%
	Learning Advisory Committee	7,000	86,000	93,000	93,000	-	0%
	Organization-wide Learning	10,000	10,000	20,000	20,000	-	0%
	Data Analytics	18,000		18,000	18,000	-	0%
	Data Consultant	25,000		25,000	25,000	-	0%
	Data Requests	90,000		90,000	90,000	-	0%
	Dissemination	5,000		5,000	5,000	-	0%
	First 5 LA Contracts and Grants Program Reporting Database	15,000		15,000	-	(15,000)	-100%
	Indicator Development	75,000		75,000	50,000	(25,000)	-33%
	WIC Data Mining Research Partnership	165,000		165,000	165,000	-	0%
Data Partnership with Funders	Children's Data Network (CDN)	850,000		850,000	850,000	-	0%
	Grantee Assessment	75,000		75,000	40,000	(35,000)	-47%
	Impact Framework	112,000		112,000	400,000	288,000	257%
	Knowledge Management	178,000		178,000	178,000	-	0%
	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%
	Investment Process	96,000	(96,000)	-	-	-	N/A
	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%
Program Evaluation	Obesity Prevention & Nutrition Collective Impact Evaluation	600,000	260,000	860,000	600,000	(260,000)	-100%
	Quality Rating and Improvement System Evaluation	300,000	(100,000)	200,000	1,018,000	488,000	82%
	Welcome Baby Impact Study	1,620,000		1,620,000	1,420,000	(200,000)	-7%
	Emerging Opportunities - Integration & Learning	100,000		100,000	-	(100,000)	-100%
	Integration & Learning - Emerging Opportunities	\$ 5,941,000	\$ -	\$ 5,941,000	\$ 6,312,000	\$ 271,000	4.6%
	Sub-total Integration & Learning	\$ 105,435,000	\$ 2,309,000	\$ 107,744,000	\$ 106,460,000	\$ (1,084,000)	-1%
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE							
LEGACY INVESTMENTS							
At-Risk Fathers Investment	At-Risk Fathers Investment	\$	\$	\$	\$	\$	-100%
	Baby Friendly Hospitals	150,000		150,000	102,000	(48,000)	-32%
	Birth Outcomes and Disparities - Policy and Systems Change	400,000		400,000	165,000	(235,000)	-59%
	Black Infant Health	1,463,000		1,463,000	862,000	(601,000)	-41%
	Children's Dental Care Program	372,000		372,000	372,000	-	100%
	Information Resource and Referral	620,000		620,000	1,240,000	(1,240,000)	-100%
	Little by Little/One Step Ahead	3,925,000	(425,000)	3,500,000	3,100,000	(400,000)	-11%
	Parent Child Interaction Therapy	4,428,000	(257,000)	4,171,000	-	(4,171,000)	-100%
	Policy Advocacy Fund	55,000		55,000	55,000	(55,000)	-100%
	TOTAL LEGACY INVESTMENTS	\$ 11,705,000	\$ (62,000)	\$ 11,643,000	\$ 4,225,000	\$ (7,418,000)	-64%
TOTAL FIRST 5 LA PROGRAM BUDGET		\$ 117,443,000	\$ 2,247,000	\$ 119,690,000	\$ 110,889,000	\$ (8,801,000)	-7.4%

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
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
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
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
Operating Services									
6205 ADP-Payroll	-	28,278	9,722	-	38,000	-	-	-	38,000
6210 Worker's Compensation Insurance	-	63,139	1,861	-	65,000	-	-	-	65,000
6215 Utilities	165,000	155,424	9,576	-	138,000	-	-	-	138,000
6220 Corporate Insurance	-	75,000	31,000	-	75,000	-	-	-	75,000
6225 Mileage, Parking and Other Transportation	63,950	21,569	42,381	5,800	2,450	22,980	16,500	2,250	49,980
6230 Telephone	67,000	57,621	9,379	-	55,800	-	-	-	55,800
6235 Cell Phone & Mobile Devices	53,500	33,332	20,168	1,800	4,900	28,900	15,600	600	51,800
6240 Outside Printing & Publishing	22,000	18,422	3,578	-	3,000	-	-	-	20,500
6245 Other Supplies	20,250	16,148	4,102	250	20,000	-	17,500	-	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
6260 Office Supplies	87,500	62,848	24,652	7,000	50,500	7,720	11,450	5,400	82,070
6265 Subscriptions & Publications	21,000	4,158	16,842	-	2,850	2,005	14,100	2,200	134,500
6270 Capital Outlay	191,000	191,000	-	-	134,500	-	-	-	134,500
6275 Equipment-Rents & Leases	119,000	73,562	45,438	-	55,000	-	-	-	55,000
6280 Building Repair & Maintenance	192,000	192,000	-	-	182,000	-	-	-	182,000
6285 Equipment Repairs & Maintenance	24,000	20,000	4,000	-	11,000	2,000	-	-	13,000
6290 Offsite Storage	34,400	17,413	16,987	-	11,500	-	23,652	-	35,152
6295 Hardware & Software Maintenance	244,300	203,262	41,038	-	449,480	-	3,000	-	452,480
6300 Miscellaneous/Contingency	75,000	-	75,000	50,000	20,000	-	-	-	70,000
6305 Stipend/Honorarium	-	-	-	-	-	-	-	-	-
6310 Internal Meetings	137,100	86,612	50,488	15,000	20,100	38,500	36,000	15,000	124,600
6315 Divisional Capacity Building	100,000	100,000	-	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
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
6420 Other Professional Fees	315,000	315,000	-	-	342,000	-	-	-	342,000
6430 External Reviewers	2,500	450	2,050	-	1,000	-	-	-	1,000
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
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
6540 Professional Dues	123,552	21,665	101,888	78,000	23,650	7,040	4,200	12,850	125,740
6550 Staff Recruitment	25,000	5,060	19,940	-	20,000	-	-	-	20,000
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
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
Travel Expenses									
6610 Airfare	172,380	108,517	63,863	-	-	-	-	-	-
6620 Lodging	161,200	61,082	100,118	6,000	13,200	45,700	93,800	17,800	176,500
6640 Per Diem	77,200	41,149	36,051	3,500	19,900	47,500	58,500	33,000	163,900
6650 Other Travel Expense	28,650	12,872	15,778	500	9,000	21,200	32,000	12,800	78,500
Total Travel Expenses	439,430	223,620	215,810	15,000	45,350	122,200	193,300	73,000	448,850
Professional Development									
6810 Training Materials & Supplies	12,500	5,392	7,108	-	-	-	-	-	-
6820 Internal Training	94,400	10,000	84,400	-	6,000	900	2,600	-	9,500
6830 Leadership Programs	102,000	5,265	96,735	-	60,000	3,000	30,400	1,000	94,400
6840 Conference Registrations	206,000	88,246	117,754	6,000	63,500	-	61,000	39,900	63,000
6850 External Education/Training	142,000	34,333	107,667	-	40,750	63,500	40,750	39,900	211,150
Total Professional Development	556,900	143,236	413,664	6,000	194,750	92,400	128,700	60,500	482,350
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

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 & Benefits⁴:	
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.	

SCHEDULE OF AUTHORIZED POSITIONS

FIRST 5 LA SCHEDULE OF AUTHORIZED POSITIONS					
Division/Department	FY 2018-19		Baseline	FY 2019-20	
	Authorized Positions ¹	Filled Positions as of March 2019		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.



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	Variance from FY 2017-18
Personnel Services								
Salaries								
Total Salaries		5,015,669	658,645	1,832,163	803,315	1,125,430	846,162	250,046
Total Employee Benefits		1,499,088	90,864	580,490	233,122	356,658	225,547	(8,407)
Total Personnel Services		6,514,757	749,509	2,412,653	1,036,437	1,482,088	1,075,709	241,639
Operating Services								
6205 ADP-Payroll		-	-	-	-	-	-	-
6210 Worker's Compensation Insurance		-	-	-	-	-	-	-
6215 Utilities		-	-	-	-	-	-	-
6220 Corporate Insurance		-	-	-	-	-	-	-
6225 Mileage, Parking and Other Transportation		36,000	500	15,000	2,040	4,000	1,440	(13,020)
6230 Telephone		18,400	600	11,500	4,800	7,200	4,800	10,500
6235 Cell Phone & Mobile Devices		-	-	-	-	-	-	-
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	(1,680)
6265 Subscriptions & Publications		2,550	250	500	255	500	500	(645)
6270 Capital Outlay		-	-	-	-	-	-	-
6275 Equipment-Rents & Leases		-	-	-	-	-	-	-
6280 Building Repair & Maintenance		2,000	-	2,000	-	-	-	2,000
6285 Equipment Repairs & Maintenance		-	-	-	-	-	-	-
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	(1,500)
6315 Divisional Capacity Building		-	25,000	-	-	-	-	25,000
Total Operating Services		110,350	33,350	54,000	14,115	16,700	10,940	18,755
Consultant Services								
6410 Consultant Fees		266,000	190,000	25,000	35,000	-	3,000	(13,000)
6420 Other Professional Fees		-	-	-	-	-	-	-
6430 External Reviewers		-	-	-	-	-	-	-
Total Consultant Services		266,000	190,000	25,000	35,000	-	3,000	(13,000)
Professional Services								
6510 Audit		-	-	-	-	-	-	-
6520 Legal Fees		-	-	-	-	-	-	-
6540 Professional Dues		7,100	-	2,000	2,040	2,000	1,000	(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	(60)
Travel Expenses								
6610 Airfare		42,980	2,500	8,000	18,000	12,000	5,200	2,720
6620 Lodging		44,500	1,500	8,000	10,000	17,000	11,000	3,000
6640 Per Diem		20,700	1,000	5,000	6,000	5,000	4,200	500
6650 Other Travel Expenses		6,500	-	4,000	1,000	1,000	1,800	1,000
Total Travel Expenses		114,980	5,000	25,000	35,000	35,000	22,200	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	(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	14,400
Total OPERATING EXPENSES		7,091,187	1,002,359	2,538,953	1,134,592	1,554,388	1,129,849	268,954

Programs Division Support

PROGRAMS DIVISION SUPPORT

Authorized Positions

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

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

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

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

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

PROGRAM DIVISION

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

- Family Supports

- Communities
- Early Care and Education
- Health Systems.

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

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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	658,645	192,522
	Total Employee Benefits	81,365	81,365	65,928	90,864	9,499
	Total Personnel Services	592,488	547,488	490,548	749,509	202,021
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
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 & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
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	1,002,359	174,321

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Programs Division Support	\$672,038.00	\$253,350.00	-62.30%

Benefits	\$0.00	\$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.

Other Travel Expenses	\$0.00	\$500.00	100.00%

Description
Uber, Lyft or other forms of transportation to and from meetings and conferences while traveling

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 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.

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 Transportation	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	(16,669)

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Family Supports	\$1,570,857.00	\$72,300.00	-95.40%

Benefits	\$0.00	\$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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 care 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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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 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.	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
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 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.	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
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.

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%)

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.

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%)

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%)

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%)

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.

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 PEGI, 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%)

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.

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.

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 sunseting 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.

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.

COMMUNITIES

		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 & Maintenance	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

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Communities	\$2,503,713.00	\$126,300.00	-94.96%

Benefits	\$0.00	\$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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 department's interpretation equipment (i.e., head sets and receivers).

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.	

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

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.

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.

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 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 & Maintenance	-	-	-	-	-
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

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Early Care & Education Systems	\$1,088,178.00	\$100,255.00	-90.79%
Benefits	\$0.00	\$0.00	
GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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 facilitate monthly planning meetings in addition to providing coaching for the leadership team of the department.			
Professional Dues	\$0.00	\$2,100.00	100.00%
Description			

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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 lodging 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

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%)

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 sustainability plan. This plan will include exploring sources of state funding to support operating costs of Educare.

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

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.

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%)

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 the 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.

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%)

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%)

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%)

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

HEALTH SYSTEMS

		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 & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
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)

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Health Systems	\$1,134,201.00	\$54,140.00	-95.23%
Benefits	\$0.00	\$0.00	
GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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.			

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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 FY19-20 budget 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 identification and intervention field.	2015-2020 Strategic Plan: Focusing for the Future

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.

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 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.	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+-20%)	

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					Variance from FY 2018-19
	Revised Budget	Policy & Strategy Division	Communications	Community Relations	Public Policy and Government Affairs	Strategic Partnerships	Approved Budget	
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 Transportation	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-Rent & 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	66,562	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	-	-	-	-	-	-	-	-
6550 Staff Recruitment	5,472	-	1,500	2,000	-	700	4,200	(1,272)
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	9,000	5,500	7,000	2,500	12,500	4,500	32,000	3,500
6650 Other Travel Expense	-	-	-	2,000	5,000	2,000	9,000	-
Total Travel Expenses	155,500	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	36,200	8,000	20,000	12,000	9,000	12,000	61,000	-
6850 External Education/Training	130,200	-	11,000	6,000	7,500	10,200	34,700	(1,500)
Total Professional Development	199,400	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.

POLICY & STRATEGY 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	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 & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
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

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Policy & Strategy Division Support	\$529,124.00	\$70,700.00	-86.64%

Benefits	\$0.00	\$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.

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 & Maintenance	-	-	-	-	-
6290	Offsite Storage	18,900	18,900	3,942	23,652	4,752
6295	Hardware & Software Maintenan	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)

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Communications	\$1,271,597.00	\$147,652.00	-88.39%

Benefits	\$0.00	\$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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 partnership)

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.

Initiative	Investment Category
Communications - Conference Funding	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+-20%)	

Community Relations

COMMUNITY RELATIONS

Authorized Positions

Director	1
Manager, Community Relations	2
Community Relations Officer	2

Total	5

The Community Relations Department builds relationships with 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.

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 & Maintenance	-	-	-	-	-
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)

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Community Relations	\$773,703.00	\$69,400.00	-91.03%

Benefits \$0.00 \$0.00

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.	

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.

PUBLIC POLICY AND GOVERNMENT AFFAIRS

		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 & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
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

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Public Policy & Government Affairs	\$1,155,139.00	\$157,850.00	-86.33%

Benefits \$0.00 \$0.00

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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 of 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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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 services 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.

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 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.	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+-20%)	

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Initiative	Investment Category
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+-20%)	

Strategic Partnerships

STRATEGIC PARTNERSHIPS

Authorized Positions

Director, Strategic Partnerships	1
Manager, Strategic Partnerships	3
Specialists, Strategic Partnerships (One Specialists position - pending)	2
Administrative Assistant	1
Total	7

The Strategic Partnerships Department builds relationships and partnerships in the philanthropy, business, and higher education sectors to help First 5 LA “lead with partnership,” and enable our policy and systems change strategies to make a greater impact for kids.

The 2015-2020 Strategic Plan outlines the Commission’s investment guidelines which include engaging partners at the earliest possible stage of activity and/or investment. Critical partnerships are accomplished by initiating, developing, and sustaining strong and effective relationships with key stakeholders and people of influence that have shared strategic value to First 5 LA at the local, state, and national levels, in order to leverage additional funding, create more flexibility in existing funding streams, develop public-private partnerships, and find ways to make the best use of dollars already being spent or improve the alignment of new resources. The Strategic Partnerships Department follows the organization’s overarching goal in partnerships, believing that working with others who share our aspirations for young children will maximize every child’s success in life.

The Strategic Partnerships Department focuses on 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.

STRATEGIC PARTNERSHIPS

		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	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	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)

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Strategic Partnerships	\$877,360.00	\$59,300.00	-93.24%

Benefits \$0.00 \$0.00

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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

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 need 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 18-19 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.

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%)

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.

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 & Evaluation	Variance from FY 2018-19
Personnel Services					
Salaries					
Total Salaries	1,545,644	377,935	601,680	571,446	1,551,061
Total Employee Benefits	386,586	85,734	141,410	157,885	385,029
Total Personnel Services	1,932,230	463,669	743,090	729,331	1,936,090
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Transportation	2,500	300	950	1,000	2,250
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
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
Consultant Services					
6410 Consultant Fees	210,000	35,500	110,000	39,900	185,400
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	210,000	35,500	110,000	39,900	185,400
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
6620 Lodging	34,000	11,000	13,000	9,000	33,000
6640 Per Diem	13,200	5,000	4,600	3,200	12,800
6650 Other Travel Expense	9,600	5,000	2,600	1,800	9,400
Total Travel Expenses	75,100	27,800	26,700	18,500	73,000
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
6850 External Education/Training	20,800	7,200	7,200	7,200	19,600
Total Professional Development	62,500	21,500	16,500	22,500	60,500
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 organization-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 & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
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)

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Integration & Learning Division Support	\$677,948.00	\$130,800.00	-80.71%

Benefits \$0.00 \$0.00

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.

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 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 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.

INTEGRATION & LEARNING

		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 & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
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

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Integration & Learning	\$859,979.00	\$144,400.00	-83.21%

Benefits \$0.00 \$0.00

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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 \$93,900.00 -14.63%

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 \$1,300.00 -3.70%

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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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%)

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%)

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%)

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

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.

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 & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
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	50,000	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

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Measurement, Learning & Evaluation	\$805,753.00	\$90,700.00	-88.74%

Benefits \$0.00 \$0.00

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.

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%)

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%)

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%)

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.

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%)

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.

Initiative

Learning Plan Development

Investment Category

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.

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%)

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%)

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%)

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%)

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

Program Evaluation

Investment Category

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				Variance from FY 2018-19
	Revised Budget	Administration	Contract Admin. & Purchasing	Facilities Management	Finance	Human Resources	Information Technology	Approved Budget				
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 Transportation	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 & Maintenance	-	-	-	-	-
6290	Offsite Storage	4,000	4,000	-	-	(4,000)
6295	Hardware & Software Maintenan	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)

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Administration Division Support	\$729,486.00	\$140,050.00	-80.80%

Benefits \$0.00 \$0.00

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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

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.

CONTRACT ADMINISTRATION & PURCHASING

		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 & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
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

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Contract Administration & Purchasing	\$1,168,496.00	\$109,200.00	-90.65%

Benefits	\$0.00	\$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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 to 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

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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	\$0.00	\$8,700.00	100.00%

Description

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

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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)

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 Transportation	-	-	-	-	-
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	\$785,700.00	-9.76%

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.

Equipment - Rents & Leases \$64,000.00 \$4,000.00 -93.75%

Description

Provides funding for annual lease agreements for office equipment including postage meter, water filtration and coffee brewing systems.

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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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 is responsible for accounting, auditing, financial reporting, strategic planning and budgeting, establishing systems for financial controls, treasury, payroll and risk management functions. Medi-Cal Administrative Activities include development of the allocation of costs and invoicing the County of Los Angeles for First 5 LA's grantees' Medi-Cal activities.

FINANCE

		Budget FY 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

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Finance	\$1,393,273.00	\$401,950.00	-71.15%

Benefits	\$0.00	\$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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

HUMAN RESOURCES & TALENT 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 & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
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)

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Human Resources & Talent Management	\$1,456,146.00	\$431,800.00	-70.35%

Benefits \$0.00 \$0.00

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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)

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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 & Maintenance	2,000	2,000	-	1,000	(1,000)
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	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

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Information Technology	\$1,521,938.00	\$1,019,330.00	-33.02%

Benefits \$0.00 \$0.00

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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

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

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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	Variance from FY 2018-19
Personnel Services					
Salaries					
	Total Salaries	973,795	-	929,871	(43,924)
	Total Employee Benefits	269,414	-	255,191	(14,223)
Total Personnel Services		1,243,209	-	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 Transportation	5,800	3,800	2,000	-
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	1,800	-	1,800	-
6240	Outside Printing & Publishing	-	-	-	-
6245	Other Supplies	250	250	-	-
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	-	-	-	-
6260	Office Supplies	7,000	3,000	4,000	-
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	-
6305	Stipend/Honorarium	-	-	-	-
6310	Internal Meetings	15,000	7,500	7,500	-
6315	Divisional Capacity Building	25,000	-	25,000	-
Total Operating Services		104,850	14,550	90,300	-
Consultant Services					
6410	Consultant Fees	186,000	36,000	150,000	-
6420	Other Professional Fees	-	-	-	-
6430	External Reviewers	-	-	-	-
Total Consultant Services		186,000	36,000	150,000	-
Professional Services					
6510	Audit	-	-	-	-
6520	Legal Fees	175,000	-	175,000	-
6540	Professional Dues	75,000	-	78,000	3,000
6550	Staff Recruitment	-	-	-	-
6560	Commissioners Stipends	30,000	30,000	-	-
6570	Web-Based Services	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-
Total Professional Services		280,000	30,000	253,000	3,000
Travel Expenses					
6610	Airfare	6,000	2,000	4,000	-
6620	Lodging	5,000	2,000	3,000	-
6640	Per Diem	3,500	1,500	2,000	-
6650	Other Travel Expense	500	-	500	-
Total Travel Expenses		15,000	5,500	9,500	-
Professional Development					
6810	Training Materials & Supplies	-	-	-	-
6820	Internal Training	-	-	-	-
6830	Leadership Programs	-	-	-	-
6840	Conference Registrations	6,000	3,000	3,000	-
6850	External Education/Training	-	-	-	-
Total Professional Development		6,000	3,000	3,000	-
Total OPERATING EXPENSES		1,835,059	89,050	1,690,862	(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
Yvette Martinez
Jonathan E. Sherin, M.D., Ph.D.
Romalis Taylor
Marlene Zepeda, Ph.D.
Keesha Woods
Astrid Heppenstall Heger

Ex-Officio Commissioners 3

Karla Pleitéz Howell, J.D.
Deanne Tilton Durfee
Barbara Ferrer

Alternate Commissioners 7

Linda Aragon
Terry Ogawa
Sylvia S. Swilley, M.D.
Christopher Thompson, M.D.
Victor Manalo, Ph.D.
Terry Ogawa
Arturo Valdez

Total 19

The First 5 LA Board of Commissioners was established to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development. This system functions as a network that promotes accessibility to information and services. The Commission further emphasizes public inclusion and participation, as well as service integration in the areas of childcare, health care, mental health, education, early intervention programs and parent education of children and their parents from the prenatal stage through five years of age.

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 & Maintenance	-	-	-	-	-
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	-

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.			

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.

EXECUTIVE

		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 Transportation	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)

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Executive	\$1,766,009.00	\$505,800.00	-71.36%
Benefits	\$0.00	\$0.00	
GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
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.			

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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.

FIRST 5 LA

SUBJECT:

Capital Improvement Plan (CIP) project categorically exempt from review under the requirements of the California Environmental Quality Act ("CEQA").

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Committee's consideration at the May 2, 2019 Special Meeting of the Board of Commissioners (Combined meeting of the Budget and Finance and Executive Committees). First 5 LA staff recommends that at the meeting of the Board of Commissioners on May 9, 2019, the Board approves Board Resolution 2019-02 to:

1. Find the Capital Improvement Plan (CIP) project is categorically exempt from review under the requirements of the California Environmental Quality Act ("CEQA").

BACKGROUND:

First 5 LA's mission is for all children in Los Angeles County to enter kindergarten ready to succeed in school and life. Our 2015-2020 Strategic Plan advances this mission by prioritizing activities with the potential to impact the broadest range of children prenatal to age 5 across four interlinked focus areas – families, communities, early care and education, and health care systems. Over the past two years, First 5 LA has aligned its organizational structure, staffing and work flow to help advance the goals of the Strategic Plan. The goal of the Capital Improvement Plan is to complement the efforts by providing the workspaces and facilities needed to enable staff to better advance our mission and yield the greatest benefits for kids.

First 5 LA owns and occupies its office building located at 750 N. Alameda Street, Los Angeles, California, located on the Union Station campus. The building is three (3) stories with approximately 45,000 square feet of office space. The second and third floors contain offices and cubicles for First 5 LA staff. The first floor contains a Multipurpose Room (MPR) for large meetings, four meeting rooms, storage rooms, and a child care center. The child care center, which is leased out to an external entity, is not included in this project.

In June of 2017, the Board of Commissioners established a Capital Improvement Fund (CIF) to make improvements to our facility, to help elevate the critical and urgent nature of our work. The CIF was comprised of unspent FY 2015/16 Operating Budget funds in the amount of \$3,660,359 and unspent FY 2016/17 Operating Budget funds in the amount of \$3,299,317. The CIF was established as part of the FY2017/18 budget process, committing a total of \$6,959,676 in funding for capital improvements for the building.

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. The CIP work includes architectural, structural, mechanical, electrical, and plumbing (MEP) and limited civil engineering work for the parking lot area for lighting and general security improvements.

In March 2018, First 5 LA retained MARRS Services, Inc. (MARRS) as the Project Management/Construction Management (PM/CM) consultant to oversee and manage the implementation of the CIP. First 5 LA also retained Klawiter & Associates (KA) to assess the inventory of existing furniture and develop a conceptual interior design on three floors of First 5 LA's occupied space. First 5 LA is also in process of securing a qualified Architectural & Engineering (A&E) firm to

perform preliminary architectural and engineering services. Staff is currently finalizing the Request for Proposals (RFP) process for these services. The selected A&E firm will provide a full range of architectural and engineering services necessary for the preparation of the First 5 LA building renovation project. These services will include engaging the necessary consultants, engineers and surveyors to assess 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.

First 5 LA's CIP project will be subject to all relevant and applicable city, county and state building and environmental laws and requirements including being subject to the requirements under the California Environmental Quality Act ("CEQA").

DISCUSSION:

As a publicly-funded project, First 5 LA's CIP project is subject to the requirements of the California Environmental Quality Act ("CEQA"). The California Resources Agency has established categories of projects that are exempt from review under CEQA, because they typically do not have a significant effect on the environment. Category 1 of the exemptions includes the operation, repair and maintenance of existing public or private structures. This project does not involve the expansion of the existing building or any new construction of exterior space. On the interior, the project involves a re-configuration of existing space, and general rehabilitation activities in an existing structure. There aren't any aspects of the project that will create a significant effect on the environment. This project will actually be beneficial from an environmental perspective, since it includes numerous improvements that will make the building more energy-efficient. This project falls squarely within the existing facilities exemption under CEQA Guidelines Section 15301, and is thus exempt from further CEQA review. Staff and legal counsel recommend that the Commission find that the project is categorically exempt from review under CEQA. With your approval, staff and legal counsel will notify the California Resources Agency of the exemption.

NEXT STEPS:

Staff will return to the May Board of Commissioners meeting to request approval that the Capital Improvement Plan is categorically exempt from review under the California Environmental Quality Act, Category 1. In addition, staff will provide another update on the CIP project at the May Board of Commissioners meeting.

**Capital Improvement Plan
(CIP) Update**

**Exemption to Waive the
Environmental Study State
Requirement**

**Special Meeting of the
Board of Commissioners**

May 2, 2019



Agenda

1. Context
2. CIP Update
 - a) Design-Build (DB) Method
 - b) Current Team
 - c) A&E Consultant Solicitation
3. California Environmental Quality Act (CEQA)
Exemption – Informational Item
4. Next Steps

Context

- Capital Improvement Fund (CIF) established by Board in June 2017 for \$6,959,676
- Capital Improvement Plan (CIP) adopted by Board in July 2018 which:
 - Re-committed the CIF
 - Authorized the expenditures from CIF; waiving First 5 LA procurement policy to “piggyback”
 - Allowed the ED to execute all agreements, only coming back to the Board if/as required by law with Board updates
 - CIP will address all ongoing preventative maintenance in future budgets
- The purpose of the CIP was to reflect the newly aligned org structure and enhance collaboration and work
- The CIP scope includes interior and external improvements (roof, HVAC replacement, installation of solar panels, etc.)

CIP Update

Design-Build (DB) Method:

- There are two approaches CIP projects are bid out. First 5 LA will use the Design-Build (DB) delivery method.
- Under the DB delivery method, it will give First 5 LA more streamlined accountability through the A & E firm and General Contractor, rather than managing all the relationships of the subcontractors under the General Contractor.

Current Team:

- MARRS – Project Management/Construction Management
- Klawiter – Interior Designer
- Procurement Being Finalized– Architectural & Engineering (A&E) Consultant
- TBD – General Contractor

Architectural & Engineering (A&E) Solicitation:

- Staff currently finalizing the RFP process
- We expect the bridge document process to take 4 to 6 months
- Staff will return to the Board for approval

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CEQA Exemption – Informational Item

- First 5 LA's CIP project is subject to all relevant and applicable city, county and state building and environmental laws and requirements including being subject to the requirements under the California Environmental Quality Act (CEQA).
- This project does not involve the expansion of the existing building or any new construction of exterior space.
- There aren't any aspects of the project that will create a significant effect on the environment.
- In consultation with our Legal Counsel, this project falls within the existing facilities exemption under CEQA Guidelines, and is thus exempt from further CEQA review.
- In consultation with Legal Counsel, Staff recommends that the Commission find that the project is categorically exempt from review under CEQA.

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Next Steps

- May 9th Board meeting presentation for action
Adopt Resolution No. 2019-02, finding that the Capital Improvement Plan (“CIP”) is categorically exempt from review under the California Environmental Quality Act (“CEQA”).
- Staff and legal counsel to notify the California Resources Agency of the exemption with the Board’s approval

Questions?



RESOLUTION NO. 2019-02

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION FINDING THAT
IMPLEMENTATION OF FIRST 5 LA'S CAPITAL IMPROVEMENT PLAN IS
CATEGORICALLY EXEMPT FROM REVIEW UNDER THE CALIFORNIA ENVIRONMENTAL
QUALITY ACT, CATEGORY 1**

The Board of Commissioners of the Los Angeles County Children and Families First Proposition 10 Commission ("the Commission") hereby finds and resolves as follows:

Whereas, First 5 LA owns its headquarters building located at 750 North Alameda Street ("the Building");

Whereas, the Building is a substantial capital asset of First 5 LA that must be periodically renovated, improved and maintained;

Whereas, the Commission previously directed staff to complete a Capital Improvement Plan ("CIP") for Commission approval and committed funds to pay for the work contemplated by the CIP;

Whereas, First 5 LA is moving forward with implementation of the CIP, and

Whereas, the CIP work is an activity undertaken by a public agency that may cause a direct or indirect physical change in the environment, and is thus a "project" as defined in the California Environmental Quality Act ("CEQA").

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The work specified in the CIP is categorically exempt from review under CEQA as a Category 1 exemption, because it is the operation, repair, maintenance and minor alteration of an existing structure. 14 Cal. Code of Regulations, Section 15301.
2. The Executive Director or her designee and Legal Counsel are directed to file a Notice of Exemption when legally required.
3. The executed copy of this Resolution shall be retained on file as evidence of the Commission's action herein.

**PASSED, APPROVED AND ADOPTED THIS 9TH DAY OF MAY, 2019 BY THE FOLLOWING
VOTE:**

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila James Kuehl
Chair, First 5 LA

Kim Belshé
Executive Director

SUMMARY MEETING NOTES

**FIRST 5 LA
SUMMARY MEETING NOTES
Special Meeting of the Budget & Finance Committee
February 4, 2019
2:15 pm –3:45 pm**

COMMITTEE MEMBERS PRESENT:

Astrid Heger
Yvette Martinez (Chair)
Romalis Taylor

COMMITTEE MEMBERS ABSENT:

Bobby Cagle [Excused]

STAFF PRESENT:

Kim Belshé, Executive Director
Carl Gayden, Senior Director of Administration
Daisy Lopez, Financial Planning & Analysis Manager
Raoul Ortega, Finance Director
Linda Vo, Board Relations Specialist
John Wagner, Executive Vice President

1. Call to Order/Roll Call

The meeting of the Budget & Finance Committee was called to order by Committee Chair Martinez at 2:15 pm. Roll call completed.

2. Review of notes from the combined meeting of the Budget & Finance & Executive Committees – May 3, 2018

Meeting notes were received and filed. There was no further discussion on this item.

3. Finance Update

- A. FY18/19 Mid-Year Budget Adjustment/Long-Term Financial Projection (LTFP)**
- B. Budget Calendar for FY 19-20**

Mr. Ortega and Ms. Lopez go over the mid-year budget adjustments, long-term financial projections as well as the budget calendar for FY 19-20.

Ms. Lopez goes over the timeline with the Committee of when these items would be brought before the full Board for consideration:

- February 14, 2019– Commission Meeting
Informational Item: Discussion of draft FY 2018-19 Mid-Year adjustments and FY 2019-2023 LTFP materials
- March 14, 2019– Commission Meeting
Action Item (CONSENT): FY 2018-19 Mid-Year adjustments and FY 2019-2023 LTFP materials are submitted for approval

Some of the highlights she covered on the mid-year budget adjustments included:

- Total upward budget adjustment of \$2.3M
- FY 18-19 KRA Budget increase of \$1,644,000 to the original approved KRA budget represents 73.16% of the total adjustments to program estimates.

Highlights on the long-term financial projection included:

SUMMARY MEETING NOTES

- Tobacco tax revenue is coming in lower than projected by the State Department of Finance and Board of Equalization
- Modified approach to Proposition 10 revenue forecasting - pivot from the current practice of anchoring our revenues on the Department of Finance (DOF) revenue projections to internally adjusting.

Ms. Lopez reminded the Committee that the purpose of the Mid-Year Adjustment process is to adjust the current year budget (up or down) to reflect changing circumstances and updated information. Requires Board action.

In addition, the purpose of the LTFP is to serve as:

- A framework and context for considering specific budget and/or funding requests
- An annually updated planning tool that informs the Commission of important long-term strategic financial plans and helps set the timing for future actions
- Presented as an informational item only – no Board action required

Ms. Lopez goes over the following the following Mid-year budget summaries:

Budget Component	Approved FY 2018-19 Budget	Proposed Adjustments	Revised FY 2018-19 Budget	% Change
Program				
<i>Total 2015-2020 Strategic Plan</i>	\$ 105,435,000	\$ 2,309,000	\$ 107,744,000	2.2%
<i>Legacy Investments</i>	11,708,000	(62,000)	\$ 11,646,000	-0.5%
Total Program	\$ 117,143,000	\$ 2,247,000	\$ 119,390,000	1.9%
Operating	22,849,688	-	22,849,688	0.0%
Total FY 2018-19 Budget	\$ 139,992,688	\$ 2,247,000	\$ 142,239,688	1.6%

Initiative/Project	Approved FY 2018-19 Budget	Proposed Adjustments	Revised FY 2018-19 Budget	% Change
Strategic Plan Priority Outcome Areas				
Families	\$ 40,857,000	\$ 526,000	\$ 41,383,000	1.3%
Communities	20,976,000	(494,000)	20,482,000	-2.4%
Early Care & Education Systems	23,261,000	2,532,000	25,793,000	10.9%
Health-Related Systems	3,687,000	-	3,687,000	0.0%
Strategic Plan Policy & Strategy Support	10,713,000	(255,000)	10,458,000	-2.4%
Integration & Learning	5,941,000	-	5,941,000	0.0%
Total 2015-2020 Strategic Plan	\$ 105,435,000	\$ 2,309,000	\$ 107,744,000	2.2%

SUMMARY MEETING NOTES

Operating Cost Category	Approved FY 18-19 Budget	Proposed Adjustments	Revised FY 18-19 Budget	% Change
Personnel Services	\$ 18,024,406	\$ (259,200)	\$ 17,765,206	-1.4%
Operating Expenses	1,788,900	26,400	1,815,300	1.5%
Consultant Services	1,532,300	200,000	1,732,300	13.1%
Professional Services	520,552	20,000	540,552	3.8%
Travel Expenses	422,630	16,800	439,430	4.0%
Professional Development	560,900	(4,000)	556,900	-0.7%
Total Operating Costs	\$ 22,849,688	\$ -	\$ 22,849,688	0.0%

Some key findings discussed were:

- 2015-2020 Strategic Plan spending estimates for the four-year period of FY 18-19 through FY 21-22 are up by \$9.8 million or 2.34% compared to the similar period in FY 17-18's LTFP. This increase includes funds for the four priority outcome areas, including the continuation of Universal Assessment of Newborns, and funds for the cross-cutting investments.
 - Peak expenditures anticipated in FY 2019-20, consistent with prior year projections.
- Proposition 56 backfill revenue is anticipated to be lower than originally projected

Finally, Ms. Lopez closed with a discussion of key takeaways of her presentation:

- Overall projected increase in cost across all four priority outcome areas compared to the FY 17-18 LTFP for the period of FY 2019-2022
- Expenditures continue to exceed revenues
- Tobacco tax revenues are coming in below Department of Finance and Board of Equalization projections
- Fund balance is quickly declining. Revenue and expenditures are anticipated to intersect in FY 2027-28

There was no further discussion on this item.

4. Public Comment

No public comment.

ADJOURNMENT:

The meeting was adjourned at 3:46 pm.

NEXT MEETING:

The next Budget & Finance Committee meeting will take place on Thursday, May 2, 2019 at 1:30 pm.

First 5 LA
Communities Conference Room, First Floor
750 N. Alameda Street
Los Angeles, CA 90012

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