

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Thursday, May 27, 2021

1:30 PM Please click [HERE](#) for Public Zoom and Dial-In Information

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. Call to Order/Roll Call
2. Review Special Board/Program and Planning Committee Meeting Transcript and Meeting Summary from April 22, 2021 Meeting 3
3. **INFORMATION** 94
Optimizing Our Effectiveness: Presenting Draft Proposed FY 2021-22 Budget and Long-Term Financial Plan

Presenters: Raoul Ortega, Director of Finance; Daisy Lopez, Manager, Financial Planning and Analysis; John Wagner, Executive Vice President, Center for Child and Family Impact; Becca Patton, Director, Early Care and Education; Lee Werbel, Interim Director, Communities; Tara Ficek, Director, Health-Related Systems; Diana Careaga, Director, Family Supports; Reid Meadows, Senior County Strategist; and Jasmine Frost, Interim Chief Operating Officer/IT Director

4. Break
5. **INFORMATION**
Home Visiting System Building and Sustainability

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COMMISSIONERS

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

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

A PUBLIC ENTITY

- Department of Public Health Data Sharing Agreement
 - Home Visiting and Managed Care Organization Partnership
- 6.
- 7.
8. **Presenters: Diana Careaga, Director, Family Supports and Anna Potere, Senior Program Officer**
9. **INFORMATION** **380**
 Amend the Strategic Partnership with Dignity Community Care in the Amount of \$265,000, for a Total Project Cost of \$1,168,876 to Coordinate the Provision of Training and Materials to Support the Department of Health Services' MAMA's Neighborhood Program Expansion through June 30, 2022 **(Written Only)**
10. **INFORMATION** **383**
 Amend Four Strategic Partnerships to Support First 5 LA's Kindergarten Readiness Assessment Strategy:
- Amend a Strategic Partnership with Pomona Unified School District for an Amount Not to Exceed \$75,000 through June 30, 2022 for a Total Project Cost Not to Exceed \$319,481
 - Amend a Strategic Partnership with Connections for Children for an Amount Not to Exceed \$32,500 through June 30, 2022 for a Total Project Cost Not to Exceed \$198,511
 - Amend a Strategic Partnership with the City of Pasadena for an Amount Not to Exceed \$32,500 through June 30, 2022 for a Total Project Cost Not to Exceed \$209,807
 - Amend a Strategic Partnership with The Regents of the University of California for an Amount Not to Exceed \$700,000 through June 30, 2022 for a Total Project Cost Not to Exceed \$3,000,000 **(Written Only)**
11. **INFORMATION** **387**
 Amend the Strategic Partnership with California Community Foundation in the Amount of \$150,000 for a total project cost of \$501,282.05 to advance the Bold Vision Equity 2028 Fund through June 30, 2022 **(Written Only)**
12. **INFORMATION** **390**
 Amendment of the Strategic Partnership with the First 5 Association of California in the Amount of \$3,920,000 for a Total Estimated Project Amount not to Exceed \$6,377,000 through June 30, 2028 for Statewide Policy, Communications, and Systems Change Coordination **(Written Only)**
13. Public Comment (for items not on the agenda)
14. Adjournment

SUMMARY MEETING NOTES

FIRST 5 LA
April 22, 2021
Special Board/Program & Planning Committee Meeting (VIRTUAL)
1:30-4:00 pm

COMMITTEE MEMBERS PRESENT

Linda Aragon
Astrid Heger
Romalis Taylor
Marlene Zepeda (Committee Chair)

Ex-Officio Commissioners:

Jacquelyn McCroskey
Karla Pleitez Howell
Keesha Woods

NON-COMMITTEE MEMBERS PRESENT

Judy Abdo

COMMITTEE MEMBERS ABSENT:

Bobby Cagle [Excused]
Barbara Ferrer [Excused]
Yvette Martinez [Excused]
Jonathan Sherin [Excused]
Deanne Tilton [Excused]

STAFF PRESENT:

Peter Barth, Chief of Staff
Kim Belshé, Executive Director
Linda Vo, Board Relations Manager
John Wagner, Executive Vice President, Center for
Child and Family Impact

1. Call to Order / Roll Call

Committee Chair Zepeda called the meeting to order at 1:32 pm. Quorum was present.

2. Review Special Board/Program and Planning Committee Transcript from March 25, 2021 Meeting

Notes were received and filed with no deletions/additions or changes.

3. Highlights from Best Start Region 2 (Broadway-Manchester, Compton-East Compton, Watts-Willowbrook, West Athens)

Led by First 5 LA's Alex Wade, a Program Officer from the Communities team, the presentation for Region 2 elevated the communities' work in responding to COVID-19, which included how they dealt with food delivery during the pandemic. Other presenters, including Veronica Flores from Community Health Councils, Michelle Burton from Community Health Councils, and Breanna Maldonado, a Regional Task Force Member, talked about their community change successes and that they were the product of years of organizing, community engagement and networking – all of which were foundational to the community coming together, collaborating and meeting the moment.

The dialogue between staff and Commissioners following the Region 2 presentation underscored First 5 LA's role as a connector and convener and precipitated an energetic on additional ways to partner and scale innovative solutions and support systems being developed.

4. Break

5. Highlights from Best Start Region 4 (Central Long Beach, Wilmington)

SUMMARY MEETING NOTES

In partnership with The Nonprofit Partnership (TNP), First 5 LA's Alyssa Gutierrez, a Program Officer from the Communities team, shared highlights about First 5 LA's Best Start Region 4 journey over the last three years.

She and TNP spoke to Region 4's one guiding philosophy: thriving communities – thriving families - thriving children. They highlighted that thriving communities are created when the systems and institutions that dictate community conditions are equitable, just, and foster pathways of opportunity for every resident. Four main approaches taken in achieving a thriving community are: Centering community voice: Community members drive the work in Region 4. Community members determine what issues to prioritize and are authentically engaged and partnered with to set the vision, develop solutions, tactics, brainstorm, and strategize.

- Building relationships and capacities: A major focus of Region 4's work has been around building deeper relationships with public officials and organizations in the region and supporting them to strengthen their capacity to engage in community-led systems change work. This type of engagement has paved the way for community leaders in Wilmington to partner with their local councilman to change a streetscape and focus on safer streets, and in Long Beach (LB) where community leaders have uplifted the movement toward language equity in partnership with the City and passed several housing tenant protections.

- Shifting mental models: Engaging in community-driven change efforts requires that organizations and government operate fundamentally different than they do today. It's a paradigm shift, to be sure. Incorporating community voice into processes, design, and decision-making is at its core about sharing power. It requires organizations and decision makers to trust that marginalized communities and those closest to the problems, are also closest to the solutions. These efforts have been fruitful as evidenced by the successful participatory grantmaking initiative and the various tables and places of power where Best Start community members now sit – including the Los Angeles Pedestrian Advisory Board and LB Digital Inclusion Stakeholder Committee, to name just two.

- Network building and resource mobilization: Improving and sustaining results for P-5 children requires a shared commitment. In Region 4 we are building a robust network of parents, community, organizations, elected officials, public agency leaders, and funders that are committed to reimagining what's possible for our children and communities. Together, we are learning what it takes to authentically engage in community-led systems change efforts.

6. Public Comment (for items not on the agenda)

Public comment was read aloud and made part of the public records for this meeting.

ADJOURNMENT:

The meeting adjourned at 3:50 pm.

NEXT MEETING:

The next Special Board/Program & Planning Committee meeting will take place on Thursday, May 27, 2021 at 1:30 pm.

VIRTUAL COMMITTEE MEETING

Meeting details will be posted per Brown Act Requirements

SUMMARY MEETING NOTES

Meeting minutes were recorded by Linda Vo, Board Relations Manager

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MEETING OF FIRST 5 LOS ANGELES PROGRAM AND PLANNING

Thursday, April 22, 2021

750 North Alameda Street, First Floor

Los Angeles, California 90012

STENOGRAPHICALLY REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 Thursday, April 22, 2021; Los Angeles, California

2 1:31 p.m.

3 -oOo-

4 COMMISSIONER ZEPEDA: Welcome, everybody, to the
5 board of planning -- policy and planning committee.

6 I'd like to call -- have a roll call, Jamie.

7 THE SECRETARY: Thank you so much, Commissioner.
8 I'm actually going to get us started today with some
9 ground rules. And before I actually do that, I'm going to
10 go ahead and introduce myself. My name is Jamie Knowles
11 at First 5. I will be the acting board secretary today.
12 And like I said, I will go over some important
13 information before we get this meeting start. And before
14 I do that, I want to call on one of our interpreters to go
15 ahead and make an announcement for combined speaking
16 guests.

17 Please go ahead, take yourself off mute and make
18 your announcement please.

19 THE INTERPRETER: Thank you very much. I make
20 announcement already.

21 THE VIDEOGRAPHER: Thank you so much. Appreciate
22 that.

23 So to move on with the ground rules, pursuant to
24 Governor Newsom's executive order M-25-20, members of the
25 First 5 LA Board of Commissioners or staff may participate

1 in this meeting via teleconference. In the interest of
2 maintaining appropriate social distancing, members of the
3 public may observe this meeting telephonically or
4 otherwise electronically as posted on our website and this
5 agenda.

6 To provide a public comment, you may submit
7 written public comments lvo@first5la.org. She will send
8 that over to me. Or you may call her at (213) 276-9389.
9 Please indicate the item number your comment corresponds
10 with. All public comments corresponding to an agenda item
11 must be received before 1:30 p.m. on the date of the
12 meeting, and any received after 1:30 p.m. will become part
13 of public records. All public comments received prior to
14 1:30 p.m. today will be read aloud at the end of each item
15 it coincides with.

16 Before beginning this meeting, just to make a few
17 notes. We will include an audio and video of today's
18 meeting and will allow all meeting participants and public
19 members to view presentations via shared screen. Today's
20 meeting will also include interpretation as you can see.
21 Please ensure you have clicked on the interpretation
22 function that looks like a globe at the bottom of your
23 Zoom screen and choose Spanish or English as the language
24 you wish to hear this meeting in, or you may choose the
25 French channel if you wish to hear this meeting in

1 combined. If you have not done this already, please do so
2 now.

3 To minimize background disruptions, all board
4 members and staff should place themselves on mute until
5 called upon to speak. And to minimize multiple people
6 speaking at the same time and ensure for a coherent
7 dialogue, if board members would like to speak to an item
8 or have a question, please text the committee chair
9 Marlene Zepeda to express an interest in speaking and
10 please include your name when texting her. Or you can use
11 hand raise function on Zoom or message me directly via the
12 chat box and I will coordinate with the chair to indicate
13 your interest in speaking. And, lastly, a reminder to
14 board members to please take yourselves off mute before
15 you are speaking to make your comment.

16 And, lastly, if any technical assistance is
17 required, you may contact me directly (213) 482-6010, and
18 I will get IT involved to make sure you can reconnect to
19 this meeting.

20 With that, I'll hand this back to our committee
21 chair Commissioner Zepeda for further instruction.

22 COMMISSIONER ZEPEDA: Thank you. I appreciate
23 it. And I'm very pleased to see that we're becoming very
24 multilingual in our presentations. So that's great.

25 So welcome, everybody. I think we'll do a call

1 to order a roll call order Jamie, as our first item.

2 THE SECRETARY: Correct. So now I'll do the roll
3 call.

4 Judy Abdo.

5 COMMISSIONER ABDO: Here.

6 THE SECRETARY: Linda Aragon.

7 COMMISSIONER ARAGON: Here.

8 THE SECRETARY: Bobby Cagle.

9 Astrid Heger.

10 COMMISSIONER HEGER: Here.

11 THE SECRETARY: Yvette Martinez.

12 Jonathan Sherin.

13 Romalis Taylor.

14 COMMISSIONER TAYLOR: Here.

15 THE SECRETARY: Marlene Zepeda.

16 COMMISSIONER ZEPEDA: Here.

17 THE SECRETARY: Carla Pleitez Howell.

18 COMMISSIONER PLEITEZ HOWELL: Here.

19 THE SECRETARY: Jacquelyn McCroskey.

20 COMMISSIONER McCROSKEY: Here.

21 THE SECRETARY: Deanne Tilton.

22 Keesha Woods.

23 COMMISSIONER WOODS: Here.

24 THE SECRETARY: And Sheila Kuehl.

25 Quorum is present.

1 COMMISSIONER ZEPEDA: Thank you, Jamie.

2 THE SECRETARY: You're welcome.

3 COMMISSIONER ZEPEDA: So moving on to Item 2,
4 which is the transcript -- review of the transcript from
5 March 25th, our last meeting. Are there any -- have you a
6 summary as well as the word-by-word transcript. Are there
7 any comments or corrections or -- relative to the
8 transcripts from any of the commissioners?

9 Hearing none, I'll assume that we're fine with
10 that.

11 We can go on to Item 3. And what we have today
12 are highlights from Best Start Region 2. Remember last
13 time we had presentations from Region 3, the Northwest
14 Valley-Panorama City, and Region 5, Lancaster-Palmdale.
15 So now we're going to be moving into Region 2, the
16 Broadway-Manchester area and Region 4, Central Long Beach.
17 So I'm looking forward to these presentations.

18 So the first one is Region 2, and that's going to
19 be presented by Lee Werbel, our interim director of
20 communities; Alex Wade, our program officer; Veronica
21 Flores from community health counsel; Michelle Burton,
22 chief strategy chair from community health counsel; and
23 Breanna Maldonado, regional task force member.

24 So welcome and we look forward to your
25 presentation.

1 MS. WERBEL: Thank you, Commissioner Zepeda.
2 Good afternoon, commissioners, staff, and guests. And I
3 appreciate helping me. I am doing the introduction for
4 the two regions and their presentations and you actually
5 helped me a lot there.

6 So just as a reminder, the purposes for the
7 sessions is to provide updates about what is happening in
8 the Best Start regions at the local level and highlight
9 each region's systems change work. We want to share how
10 the regions align -- the work in the regions align with
11 the strategic plan and how the strategic plan supports the
12 community priorities and community change goals. And we
13 want to solicit feedback from the board at each session to
14 help develop the communities FY21-22 team budget. And
15 then, lastly, we want to share how communities' work has
16 pivoted to meet this moment during Covid.

17 So one note before I further introduce the two
18 sessions is that we will be back in May for the board
19 meeting to share key take aways and overall learnings from
20 all the sessions. So we're looking forward to that.

21 Today, as you heard, we're going to Region 2,
22 South LA which includes Compton-East Compton,
23 Broadway-Manchester, Watts-Willowbrook, and West Athens
24 Best Start geographies. And then after the break, Region
25 4, Port Cities, which includes Wilmington and Central Long

1 Beach.

2 It is really interesting and fitting that these
3 two regions are presenting together. The Best Start
4 communities in Region 2 and Region 4 have a history of
5 collaboration which has been facilitated by the close
6 proximity of Compton in Region 2 and Long Beach in Region
7 4. There have been stories of people from Long Beach
8 getting involved with Best Start through invitations from
9 people in Compton and vice versa.

10 In addition, the two regions have worked together
11 to engage community members in the process of
12 participatory budgeting and grant making. The nonprofit
13 partnership, the regional network partner in Region 4
14 shared experiences and resources from their participatory
15 budgeting process that helped shape a participatory grant
16 making process in Region 2. But you'll hear more about
17 that in a minute.

18 First, let me introduce Region 2. We have Alex
19 Wade, First 5 LA program officer, and he will further
20 introduce the team of presenters from Community Health
21 Councils, a regional network grantee.

22 Region 2 -- hang on one second, Alex, but you can
23 put the slide up. Region 2 -- yeah. It's okay.

24 Region 2 will highlight the community involvement
25 and leadership in systems change efforts, and including

1 the Onward platform, the development of a regional network
2 -- I mean, a regional task force and their South LA
3 decides grant making -- community-based grant making
4 process.

5 And then we will move to Region 4. And Alyssa
6 Gutierrez will introduce the nonprofit partnership for
7 that region. Region 4 will discuss how, in order for the
8 region's youngest children to thrive and reach their
9 fullest potential, they must be surrounded by thriving
10 families, thriving communities, and equitable
11 institutions. And they will also explain about and share
12 how the participatory budgeting model has been
13 instrumental systems change tool in that region.

14 So now we're in for a great afternoon, an
15 engaging afternoon, and I will turn it over to Alex.

16 MR. WADE: Thank you, Lee. Thank you very much.

17 So now I will go ahead and share my screen. I
18 was kind of eager to start sharing so, you know.

19 So, first of all, it's good to be in the room
20 rather than being outside. I think I've watched a lot of
21 these from the outside. So it's good to have my voice
22 heard. Thank, you all.

23 Good afternoon, commissioners, community
24 residents, stakeholders, and First 5 LA colleagues. I'm
25 Alex Wade, and I'm from the great city of Compton that is

1 made up of great community leaders such as and Julius
2 Franklin, Franco Lomas (phonetic), Patricia Clayton, along
3 with many others. I'm honored to serve as project manager
4 for Region 2, our South LA Best Start region. It is my
5 pleasure to be here today alongside Best Start South LA
6 Partners from Community Health Councils and the regional
7 task force.

8 Region 2 is made up of the four distinct Best
9 Start community: Broadway-Manchester, Compton-East
10 Compton, West Athens, and Watts-Willowbrook. Our team of
11 presenters today consist of the myself, Veronica Flores
12 from CHC, Dr. Michelle Burton from CHC, and Breanna
13 Maldonado from the regional task force. We also will have
14 join us for the Q and A session, Albert Ramirez and
15 Rebecca Ratzkin.

16 I will begin by providing you with an overview of
17 what will be shared today. I will provide some context
18 with information on Region 2's physical landscape,
19 historical context, and diagram of the current partnership
20 structure.

21 Let's start with a quote by W.E.B. Dubois.
22 Children learn more from what you are than what you teach.
23 And looking at the visuals on this slide, they are both
24 pictures that incorporate creative environments; one
25 demonstrating a mother leading by example, welcoming her

1 child to join in and express himself while sharing quality
2 time with its mother.

3 The other picture is a finished product that
4 shows exactly how the child artist sees his or her family.
5 The adult figure show primarily the head, arms, and legs
6 because the child, most of the time, is looking up to
7 their parents. I'll say it in another way. Our children
8 are looking up to us.

9 Unlike the other Best Start regions, Region 2
10 communities border or one another. This geographic
11 connection has placed Region 2 communities in a better
12 position to work collaboratively across the border. In
13 fact, Region 2 practiced the regional approach long before
14 the regions were formalized. Three of these communities
15 are in Los Angeles city, and the fourth one, Compton, is
16 an incorporated city. The east section of Compton is
17 referred to as East Compton, which is also known as East
18 Rancho Dominguez. It is an unincorporated area of
19 Los Angeles county.

20 Compared to the rest of LA, south LA has a higher
21 percentage of children prenatal to five. There are more
22 children -- more childcare workers. However, many do not
23 have sufficient resources to serve their children as well
24 as maintain their own health and safety. And many
25 households living in Region 2 are less than enough to meet

1 basic needs.

2 Best Start region is supported by community
3 stakeholders, residents, the regional task force, which we
4 will learn more about, and Community Health Council, along
5 with First 5 LA. Our work consist of change in systems to
6 include families and communities with much-needed
7 opportunities to thrive.

8 I will share a quote by George C. Lichtenberg. I
9 cannot say whether things will get better if we change.
10 What I can say is they must change if they are to get
11 better.

12 We will now transition to our next presenter
13 Veronica Flores, chief executive officer for Community
14 Health Council.

15 MS. FLORES: Thank you, Alex. And good
16 afternoon, commissioners.

17 And first of all, I also want to thank you for
18 your service to children and families in our communities
19 and thank you for inviting us to share more information
20 with you by about how we have been maximizing First 5 LA's
21 investment in south LA.

22 As Alex said, my name is Veronica Flores, and my
23 pronounces are she/her/hers. I'm the CEO of Community
24 Health Councils and the Social Change Institute. In 2018,
25 First 5 LA selected our organization as a regional network

1 grantee for Region 2. At that time, this place-based
2 initiative was about eight-years old, and Community Health
3 Councils was charged with helping First 5 LA shift our
4 communities towards a policy and systems change framework.
5 This line demonstrates how Community Health Councils is
6 uniquely qualified to advance policy and systems change
7 since 1992.

8 We were founded as a result of the 1992 civil
9 unrest. Community Health Councils' mission and vision has
10 always focused on building the power of communities and
11 residents to advance social justice through policy and
12 systems change solutions.

13 This past year has left many of us exhausted and
14 bewildered given the impact of the Covid-19 pandemic, the
15 callous murders of black lives at the hands of police and
16 white supremacist, and the vicious attacks on Asian
17 Americans. Despite all of these ongoing tragedies I'm
18 immensely physically and emotionally engaged in what
19 happens next within our communities. I want to make sure
20 we're all staying vigilant and proactive so we won't
21 another horrific and fatal tragedy to serve as the
22 catalyst for collective outreach and direct action.

23 The turnout over the summer in support of Black
24 Lives Matter was an incredible demonstration of what is
25 possible when there's collective retort to racism and

1 hate. We are proud of our partnership with First 5 LA to
2 drive systems change and an overall impact within our
3 diverse communities of color in south LA.

4 Best Start is an initiative that aims to create
5 and maximize systems change on original scale. The
6 lessons learned in the past three years highlight the
7 urgency to approach systems change, racism, and other
8 social determinants of health for all south LA residents.
9 Our ultimate goal is to create a sustainable
10 infrastructure to advance policy and systems change that
11 foster a more equitable future for families and children
12 across the region.

13 I want to thank you for your time today. It is
14 now my pleasure to introduce Dr. Michelle Burton, our
15 chief strategy officer and director of our social change
16 institute.

17 Take it away, Michelle.

18 MS. BURTON: Thank you, Veronica. And thank you,
19 Alex, Lee, and our esteemed commissioners for your
20 invitation today.

21 As discussed, we are all working towards what Kim
22 Collins, author of Brave the Call, a big hairy audacious
23 goal, a goal that positions all of our children for
24 success as they enter kindergarten for the first time by
25 2028. For that to happen everything we do must point us

1 in that direction. Everything we do must be intentional,
2 calculated as we are running out of time. The children
3 whose lives we hope to impact the most will be born next
4 year.

5 Today we will discuss our present accomplishments
6 demonstrated through our SMARTI goal development and
7 strategic plan process, our digital solutions demonstrated
8 through our network assessment and Onward platform, our
9 regional task force, and the election of resident leaders,
10 our south LA sites community-based grant making
11 initiatives, our Covid rapid response food distribution
12 and education, and some of our regional initiatives around
13 early childhood education, fatherhood engagement, and the
14 digital divide.

15 So what do we know and what have we learned since
16 2010 in South LA Best Start communities. This slide that
17 you're looking at now provides an excellent visual of the
18 past decade in the numerous community-based participatory
19 research and evaluation activities that have been designed
20 and deployed in partnership with residents of South LA to
21 assess, identify community priorities, and plan and
22 implement initiatives.

23 What we have learned is that there is a crisis of
24 mediocrity in imagination in our communities. This crisis
25 limits our individual and collective capacities to effect

1 meaningful, sustainable, system-change solutions at the
2 individual and community levels. How do we disrupt this
3 crisis of mediocrity in imagination? We do it by being
4 bold in what comes next.

5 In Region 2 the development of the Onward
6 platform -- and, Alex, can you go on to the next slide now
7 -- is one of these bold solutions that challenges
8 mediocrity and imagination by providing South LA with a
9 digital solution that puts the resident at the center of
10 the design.

11 We can skip forward to the next slide. Thank
12 you. So let me back up a minute.

13 So the development of the Onward platform is one
14 of these bold solutions that challenges mediocrity in
15 imagination by providing South LA with a digital solution
16 that puts the resident at the center of the design and
17 allows that parent of our future kindergarten to access a
18 network that will expand their ability to find and secure
19 a job, educational supports, health care navigation, and
20 even mentor and support other community members. This is
21 a membership-based online platform with a human-centered
22 support system at its core. Each individual resident will
23 be matched with a community navigator and others to help
24 guide them and provide technical assistance as needed.

25 We are currently in development of the beta

1 version which we will test with approximately 100
2 residents and 100 organizations from Region 2. We will
3 learn about how to best utilize this new platform with
4 Best Start Region 2 residents and organizations as our
5 partners, engaging in ongoing feedback about how to make
6 Onward better.

7 South LA Connected is the name of our future
8 community social network that will be powered by Onward.
9 South LA Connected is being informed through a
10 comprehensive network assessment of organizations and
11 institutions located throughout Region 2. Our team of
12 researchers have designed and deployed a network
13 assessment tool that goes beyond a simple GIS mapping of
14 where resources may be to where they actually are, who has
15 the keys to unlock those resources. And if those
16 resources move or disappear, our Onward platform will know
17 where to tend send folks to find or replace that resource.

18 The digital divide of South LA and underserved
19 communities is another example of systemic racism.
20 Assembly Bill 34, the Broadband Backed For All Act
21 introduced late last month, is a policy that we must
22 immobilize communities to fight for. Our soon-to-be-born
23 kindergartner will not be positioned for success if their
24 parents and family are continually locked out of the
25 virtual spaces and places that more privileged families

1 are able to access 24 hours a day.

2 We developed South LA Connect and Onward in
3 response to a decade of data demonstrating a lack of
4 social connection, a lack of infrastructure to provide
5 parents and communities with a digital placemaking that
6 has become integral to our society.

7 This next slide provides you with the SMARTI
8 goals we developed with our partner organizations to drive
9 our work of building and advancing a sustainable policy
10 and systems change infrastructure across our Best Start
11 communities. SMARTI stands for smart, measurable,
12 achievable, realistic, timebound, and impactful. Overall
13 by the end of this year, we will have engaged 4,000-plus
14 unique residents, 500-plus unique organizations, and
15 worked with those residents and organizations to identify
16 and actively support one to three policies, like Assembly
17 Bill 34 or reparations or universal preschool.

18 This next slide provides a small glimpse into how
19 we have been engaging our policymakers across the
20 communities. These representatives, the Honorable Holly
21 Mitchell, Assembly Member Mike Gibson, and other
22 representatives not only attended our meetings, but
23 remained on the Zoom for the entirety of the event because
24 they valued the space and the input of the community
25 members in our Best Start communities.

1 Next, in keeping with our approach to advance
2 bold solutions, we launched South LA Decides
3 community-based grant making initiative to
4 better distribute power and decision making in South LA.
5 In 2018, we worked together to create community change
6 plans and community-identified projects based on community
7 input from Region 2 residents, lived experiences, and
8 ongoing community research. Target issues for projects
9 included parks and green spaces, homelessness, early
10 childhood education, and access to healthy food. The
11 challenge we were facing was a lack of deep community
12 organizing and engagement.

13 Policy and systems change requires two major
14 things: A lot of people and a lot of money. On 25th, we
15 hosted our South LA Decides community-based grantmaking
16 summit. We spent three hours unveiling how South LA
17 Decides will become a vehicle to disrupt the paternalism
18 inherit in our nonprofit, public, and philanthropic
19 systems. South LA Decides is about strengthening our
20 civic engagement to have a greater impact on policy and
21 systems change.

22 South LA historically has some of the lowest
23 voter turnout in the state. If we do our job right, we
24 can increase voter turnout by strengthening our civic
25 engagement through vehicles like South LA Decides.

1 Instead of having ten to 20 residents making decisions, we
2 will have tens of thousands residents voting on community
3 priorities and projects throughout the year, allowing for
4 the democratization and shifting the decision making
5 process into the hands of the South LA residents.

6 Our very first South LA Decides community-based
7 grant making vote took place in February. Residents voted
8 on which community priorities they wanted to lift up for
9 2021. As you can see, employment and fair wages was their
10 number one concern with early childhood education and food
11 insecurity as the close second and third priorities.

12 The infrastructure we are building is described
13 in this next slide.

14 The green circle in the middle is what I will
15 focus on. The development of the regional taskforce in
16 service to the South LA Decides community-based grant
17 making model is unique to Region 2.

18 This next slide introduces our eight elected
19 resident task force members representing the four
20 communities of Region 2. The regional task force is
21 working collectively to ensure that community change funds
22 are maximized and driving policy and systems change to
23 achieve the north star goal and pave the way for our 2028
24 kindergartners.

25 It is my pleasure to introduce Breanna Maldonado,

1 a phenomenal elected member who some of you remember from
2 the many years she attended Best Start community meetings
3 as a young girl on the arm of her mother.

4 Breanna.

5 MS. MALDONADO: Thank you, Michelle.

6 Good afternoon, everyone. My name is Breanna
7 Maldonado. Pronouns she, her and hers. And I'm a member
8 of the regional task force representing Compton-East
9 Compton. I was also on named on two of the Best Start's
10 strategic initiative teams here at Community Health
11 Councils.

12 Being a part of the regional task force has been
13 a rewarding experience for my professional and personal
14 development. I have been a member of the Best Start team
15 since I was a 14-years old, but didn't really get as
16 involved at first until I became the youth liaison.

17 I am now 18 and I can say that overall experience
18 as has been life changing. I have learned how to connect
19 my community with resources, how to communicate with them
20 about their needs, and how they're being met, as well as
21 serving others when needed by organizing events and et
22 cetera. Most importantly, I have learned that I'm a
23 people person. I have to be directly in contact with
24 members of the community because that is my passion and
25 motivation. And this realization came about since the

1 joining the regional task force.

2 Some of the most exciting experiences with being
3 a regional task force member are participating in the
4 South LA ballot boxes and helping out with the in-person
5 voting. I was able to go out of my community of
6 Compton-East Compton and really see what the resident
7 would like to see changed through our service.

8 My hope for South LA are that we see a drastic
9 change in how community needs are met and rise up to
10 mobilize the region to come together and drive systems
11 change.

12 Lastly, I have come to show others how to see the
13 change they want to see by showing up, being present, and
14 engaging in these spaces. Overall, I'm grateful for these
15 opportunities provided by First 5 LA, CHC, and Best Start.

16 Thank, you all.

17 MS. BURTON: Thank you, Breanna. We are deeply
18 grateful for your leadership. As we look forward to what
19 will be our fourth year as a regional network grantee for
20 Region 2, we will be fiercely focused on achieving our
21 SMARTI goals through expanding our local councils' team
22 involved in development of a delegates program to further
23 strengthen civic engagement in South LA's Decides voting
24 and overall voter turnout in the community of South LA.
25 We will increase our efforts around deep community

1 organizing. We will launch our interfaith initiative to
2 better leverage and maximize the rich network of faith
3 leaders and faith communities in our region. We will
4 launch our South LA Decides incubator and accelerator to
5 position all grantees for success in realizing their
6 policy and systems change goals. We will pilot and
7 continue the development of our South LA Connected
8 community, powered by our Onward platform. And, lastly,
9 but certainly most important with respect to early
10 childhood education, our most recent initiative led by
11 Gloria Davis and Girl's Club of Los Angeles conducted
12 research connecting the historical legacy of systemic
13 racism that has led to black and brown families, children
14 and workers being oppressed and under valued.

15 Families -- too many black and brown families
16 have difficulty in accessing affordable, high-quality
17 early education. In terms of workforce, early educators,
18 predominately women, are paid low wages, have limited
19 benefits, and face difficult working conditions.

20 Key recommendations included the need to
21 collaborate with legislators, both in LA County and
22 statewide to increase State reimbursement rates and
23 reissue funding for State preschool expansion and
24 renovation, simplify and improve procedures for funding
25 and eligibility, and an increase in compensation along

1 with improved working conditions for early childhood
2 educators.

3 In closing, we will embody our justice, equity,
4 diversity and inclusion statement shown on the next slide.
5 The full statement is located on our Best Start
6 communities website. We will build on these
7 accomplishments from year three which we have covered
8 briefly in this presentation, and we will support our
9 residents in identifying and advancing a legislative
10 platform that is bold enough to dismantle the historic and
11 systemic racism that must be unwound in order to position
12 our 2028 kindergarten class for success.

13 Thank you.

14 MR. WADE: Thank you, Michelle, Dr. Burton.

15 What we want to do now -- this is just a little
16 share out of some of things that Dr. Burton has already
17 mentioned. What we want to do now is open it up for Q and
18 A.

19 I do want to mention, as I mentioned earlier, we
20 have two additional participants for that. That will be
21 Albert Ramirez and Rebecca Ratzkin. So they will be
22 joining us, along with the presenters that presented just
23 recently. So thank you, again, for being a captive
24 audience to this presentation.

25 COMMISSIONER ZEPEDA: Thank you very much for

1 that presentation. It -- it blew me away. I think that
2 the passion in the presentation was palpable, and I'm
3 hoping that we can really have a strong dialogue about
4 some of the innovations that are you presenting.

5 So I'm not seeing any questions from any of the
6 commissioners right now. So, commissioners, if you can
7 kind of think about what you want to do and then text me
8 and let me know.

9 Because, Jamie, I can't figure out how people
10 raise their hand on my screen right now. So I'm not able
11 to access that piece. So if you can let me know who has a
12 questions. But I do have a number of questions myself.

13 So let me ask about this digital platform that
14 you called Onward, I believe is what you called that. And
15 that, to me, of all the things that you presented was so
16 important. So often we don't -- even those of us that are
17 working in the community, we want to refer people. We
18 don't know where to refer them. We don't know where they
19 go and then some programs open, some programs close.

20 And, you know, in the old days, we used to
21 actually have little booklets in our communities and write
22 down things and stuff like that. And then that would be
23 outdated like a year later or something. So it's always a
24 source of frustration, the referral process. So, for me,
25 that is crucial. And I'm assuming it's going to be

1 available on people's smart phones; correct?

2 Dr. Burton, it's going to be on their smart
3 phones?

4 MS. BURTON: Yes. Actually, Rebecca Ratzkin is
5 leading that on the development side. So I can let her
6 respond to that a little bit more fully.

7 Rebecca.

8 DR. RATZKIN: Yes. Absolutely. And it is so
9 important. What's also important is really aggregating
10 and integrating the variety of tools that public agencies
11 use and develop honestly in silos to serve communities.
12 And so having that consolidated, integrated space that
13 will have a live community navigator to help people find
14 resources and find referrals is really important.

15 Yes, it will be available on smart phones and
16 adaptable to different technologies. We are also planning
17 on it being fully available in both English and Spanish on
18 all different components. Every staff member that we will
19 have will also have bilingual abilities so that anybody
20 can utilize and access in the language that they're most
21 comfortable in.

22 COMMISSIONER ZEPEDA: Yes. Thank you for that
23 because everybody is on a smart phone. Forget the
24 computer. That's out the window practically.

25 I'm going to follow up with that later, but

1 Commissioner Romalis has -- Romalis Taylor -- Commissioner
2 Taylor has a question.

3 Romalis.

4 COMMISSIONER TAYLOR: Thank, you chair.

5 First, let me say that, one, I think you knocked
6 it out of the park with regards to the Onward model.
7 That's very key because I've always advocated, and all my
8 colleagues know it, at the community level. How do the
9 people get the information. How do the people get the
10 support to have a strong family, a strong outcome within
11 the community.

12 The second, I totally enjoy your strategy as it
13 ties back to our strategic plan and -- and so many levels.
14 I especially love the DEI approach, the diversity, equity,
15 and inclusion. Dead on with what we're trying to do.

16 The other thing is, I want you to keep an eye on
17 Breanna. She's a person that's going to go far. She
18 might be our next political leader in the community.
19 She's very strong, very unique individual, very proud of
20 her.

21 The other thing is that I want to make sure that
22 we are advocating and supporting things that you're trying
23 to advocate at the state level. We are going to be doing
24 advocacy up front. So I hope that we're advocating for
25 the AB-34 as you talked about it so that we can get that

1 along with the other things we're going to be advocating
2 for. So I'll let Shawna check on that and tell me if
3 we're on it.

4 The other thing is that you're -- I don't think
5 we've actually touched all the wonderful things that you
6 guys have done. I think all of this shows the
7 comprehensive thinking about how we integrate development
8 and leadership across spectrums, across levels, and across
9 communities to elevate the community voice, which I
10 clearly heard throughout your presentation you're
11 elevating the community voice, which I advocate for very
12 strongly. You're listening to the community and you're
13 bringing their voices and you're integrating that it into
14 your plan. That's exactly what we're looking for.

15 But I -- I would love to hear more, like, at the
16 community level, some things the community -- if you come
17 back and present again, what the community thought that
18 they got out of it that helped them, which is kind of
19 anecdotal, but at least we'll have some of those people
20 that are responding to your efforts at the community
21 level. And I'll leave that to you to figure out who will
22 volunteer to talk about all the great work you're doing.

23 I just wanted to give kudos to Veronica and her
24 team.

25 Ms. Burton, I am totally impressed by what you've

1 done. So I totally support this and hope that you
2 continue to do the good work.

3 So if I miss any points, but please elevate it.
4 You still have an opportunity to share with us what you've
5 done. So, let's talk -- please talk about your excellent
6 work on Covid-19 and what you've done and how much you've
7 given to the community in a great time of need and crisis.

8 MS. BURTON: Thank you, Commissioner Taylor.
9 Deeply appreciate the time that you have personally spent
10 in supporting our region and providing support and just
11 input into all the things we need to do to continue to
12 lift up community voice.

13 On the Covid response front, we have done a
14 tremendous job. And I'm actually going to let Albert
15 Ramirez talk a little bit more about the food distribution
16 activities and other activities we've had around Covid.

17 MR. RAMIREZ: Good afternoon. And Commissioner
18 Taylor, thank you for the chance for speaking.

19 We had several food box distributions in December
20 and early part of 2020 in response to the Covid-19
21 pandemic. It was very humbling just to see the lines of
22 vehicles lined up block after block and the distribution
23 of not only food but also some PPE equipment to ensure
24 that our families have the knowledge and nutrition and
25 nourishment, but also the protection from this virus.

1 Families were grateful. Our local support teams,
2 our contractors, our partners stepped in. And it was a
3 rapid response. It was a quick turn around. And it was a
4 well-oiled machine, so to speak, in terms of distribution.
5 I think the gratitude and the connection and the
6 commitment and love within the community to embrace the
7 food boxes and the PPE materials were -- were well
8 received. And I think it strengthened and deepened our
9 relationships within the community, especially in this
10 pandemic as it continues.

11 MS. FLORES: If I could add to that, I think the
12 one piece that for us was really important, and that's
13 when we organized this effort around the food delivery,
14 one of the things that we first did is we contracted and
15 engaged with some of our partners who do this for a
16 living. Right? They work with farmers and food
17 distribution. But one of the things that they talked
18 about was the impact that Covid had on farmers -- on local
19 farmers. They were having to throw food away. I don't
20 know if a lot of you saw on the news that all of that food
21 that got thrown away, all of that milk that got, you know,
22 just onto the street. So all of that food was at risk of
23 being thrown away because there was no -- in LA County we
24 discovered there are not enough places to hold food,
25 meaning storage. So they had to throw it away.

1 So what we did is we also said, okay, let's think
2 about the farmers, the ones who are at the most risk of
3 losing their entire crop, and work with them to move that
4 crop, and we buy it from them. So that's what we did. We
5 working with local farmers and -- you know, then we got
6 all of this responses from the farmers, like, because you
7 guys bought all of our oranges, you know, we were able to
8 save this many jobs, all of our crops. You know, so I
9 think it was a combination of, as Albert talks about, the
10 humbling experience. It was a combination that people
11 just pulled together. Like, we were just a catalyst, but
12 really it was a combination of partnerships between
13 farmers, local partnerships that actually work in this,
14 the residents that had been trained for so many years,
15 even before us, around advocacy. They all jumped in
16 because the structure was there. And then, of course, the
17 local partners, the local organizations that were already
18 working with us.

19 So I think the oiled machine that Albert talks
20 about, just wanted to make sure that I highlight that
21 because that takes time. And that's kudos to the work
22 that First 5 had been doing for years before we came into
23 the picture and because of the residents that were just
24 ready to support each other.

25 Thank you.

1 COMMISSIONER TAYLOR: Can you guys kind of give
2 to the group -- you come up with some outstanding
3 networking and collaboration -- just to list some of our
4 great collaboration networks that worked with you so that
5 they can -- you can highlight and see how in depth you
6 went into the community to make those different
7 collaborations. Just share -- just a simple list of them,
8 if you don't mind.

9 MS. BURTON: Sure. We worked in each -- you know
10 there are four communities. So each community we had to
11 form a partnership for that food delivery, you know,
12 system. So in Broadway-Manchester, for example, our
13 relationship with Bethel Chapel, you know, that church and
14 our new director of interfaith initiatives, Pastor Sauls,
15 was instrumental in supporting and facilitating that
16 relationship and getting that into place. And then, of
17 course, our Best Start community members stepped in and
18 were volunteering, along side of members of the church, as
19 well as, you know, the network of CLA, which is the
20 organization that coordinates all the farmers markets in
21 the county And for the primary folks working with the
22 local farmers to create those food distribution boxes, as
23 well as leveraging their own funding that they were
24 getting from USDA and other sources with our own because
25 we worked with the community to reallocate some of the

1 community change funds towards the food distribution which
2 all of the community leaders had unanimously agreed that
3 that is what they wanted to do with a portion of those
4 funds. And other communities we partnered with -- now I'm
5 drawing a blank. So jump in, team, on the other partners
6 in each community.

7 MR. RAMIREZ: SBCC as well that assisted. And
8 SBCC provided support. And I think there was one more but
9 it's also been a while.

10 COMMISSIONER TAYLOR: I'm sorry. The person you
11 met by -- okay. Good.

12 MS. BURTON: No worries. I think the truth is
13 that, we have an extensive network of partners. And also,
14 the food distribution went on for months. You know, it
15 wasn't like we did this in two weeks. It went on for
16 months and months.

17 And thank you, Rebecca Shields in Compton.

18 So as you can imagine, the truth was, is that as
19 this pandemic has taken its toll on all of us, different
20 partners and different people came and went. You know,
21 sometimes they were pulled in other directions and they
22 couldn't show up for a couple weeks, but then they'd come
23 back or we'd find new partners. So I think in some ways
24 it's a bit of a disservice for us to try to name them all
25 without leaving somebody out, but I do know what I'd like

1 to do is, you know, at least send that list over so that
2 you can add it to your notes for this meeting.

3 COMMISSIONER TAYLOR: Great.

4 MS. BURTON: A list of all of the great people
5 who really did help to contribute and make that happen.
6 Because, as you can imagine, it was one of those really,
7 really good moments of how the pandemic brought us
8 together as opposed to driving us apart.

9 COMMISSIONER TAYLOR: One thing I want to
10 compliment you also so that you learned how to uplift the
11 real deal in our community, that faith is a very important
12 part of our dynamic of integration and collaboration and
13 uplifting spirits and strengthening families. And that's
14 a -- that's an insight that not everybody gets, but you
15 showed cultural relevance by bringing that to the table,
16 so especially in the south central LA. I'm sure it goes
17 on in other communities, but that's an important element
18 that doesn't always get elevated.

19 I want to thank you again for your hard work and
20 excellent job.

21 COMMISSIONER ZEPEDA: Thank you.

22 Commissioner McCroskey has a question for the
23 group.

24 COMMISSIONER McCROSKEY: Yes. But first I have
25 to say I had the privilege of working with Lark

1 Galloway-Gilliam on a number of projects over the years,
2 and I'm just thinking here sitting about this big smile on
3 her face and how very please she would be to see all the
4 work that's going on. It's very, very impressive what you
5 guys have accomplished in -- and what you will continue to
6 accomplish, I'm sure.

7 I'm really interested in the South LA Decides.
8 And I think I heard you say initially you used to think
9 about priorities for the next year, but it just seems like
10 such a exciting, potentially really powerful piece of the
11 plan that I'd love to hear somebody talk about a little
12 more.

13 MS. BURTON: Yes. This has been a real, you
14 know, highlight for us in the work in this year. As you
15 know at end of year two, our team came together and said,
16 okay, we've learned a lot in the last couple of years and
17 we really want to bring the region together and we really
18 want to distribute the power and decision making better.
19 Because we had gotten to the place where we had these
20 community partnerships and leaders who were pretty much
21 ingrained in their own habits and their own ideas and --
22 to the point that it was excluding the ability to really
23 bring in the community at large and engage the community
24 at large. And if we're talking about the policy and
25 systems change, you got to engage the community at large.

1 So we commenced on doing our own homework around
2 participatory budgeting, community-based grant making,
3 best practices here and abroad that included our friends
4 in Region 4 who had already been working with the
5 participatory budgeting project. So we had a good time
6 conferring with them. And I actually invited them the
7 participatory budgeting project and our Region 4 partners
8 to our South LA Decides community-based grant making
9 summit which we held on February 25th. So the goal of
10 that is just, as I said, to distribute the decision making
11 power further.

12 So the regional task force was elected two
13 representatives for community along with one alternate to
14 -- to in some ways sort of bring that community leadership
15 that had been in each of the four communities into one
16 space together. So that way we could have representative
17 leaders from ever community really talking about their
18 priorities, not only in their own local areas, but
19 collectively, right, and where there are opportunities for
20 us to have that regional focus.

21 And then we took the community change funds and
22 said, look, you know, half of this pot needs to focus on
23 regional solutions and the other half you can distribute
24 to the local communities because, again, this is changed
25 management. Folks were very accustomed to getting four or

1 \$500,000 a year to, you know, fund their community change
2 work. We certainly weren't going to come in, again,
3 practicing paternalism and just be like, oh, you don't get
4 any of that anymore. Now we're going to do it this way.
5 And, you know, these are my communities too. So nobody
6 appreciates being treated like that.

7 So we took the regional task force elected
8 resident members and we're still in this process now. We
9 spend a lost time with Breanna and the rest of the task
10 force members just talking over decisions and focusing in
11 on every step, whether it's the creation of the RFP or,
12 you know, how they should look at community priorities at
13 the regional and local levels.

14 But with that, you know, why don't I let Breanna
15 say a couple of words about her experience to date in, you
16 know, how that's working in redistributing that decision
17 making and the processes they've been going through.

18 MS. MALDONADO: Right. So as I mentioned
19 earlier, I was a part of Best Start back when it was --
20 yeah. When we were receiving about \$400,000 to fund our
21 projects. And now being a part of the regional task
22 force, I've been able to see, like, I guess, the systems
23 changing, like there's -- I guess, like, now, we're
24 involving more of, like, the community. So with the
25 regional task force members, two from each community,

1 we're able to, like, really see what the community needs
2 are and how to approach every community because every
3 community, obviously, has their similarity and -- and some
4 of them are different in some ways. So every time we have
5 a meeting with the regional task force, I always like some
6 discussions very interesting, but at the end of the day,
7 there's our differences but we're able to come together
8 and come to some sort of agreement. That's how we were
9 able to distribute half of the funds, so 200 K, to the
10 local communities and then back into the overall South LA
11 region. Very interesting process.

12 MS. BURTON: Thanks, Breanna.

13 I hope that sort of answers your question,
14 Commissioner McCroskey. I know it's actually a pretty
15 multilayered process so it's sometimes difficult for us at
16 this moment to say it in an elevator pitch.

17 COMMISSIONER McCROSKEY: And no need to. It's
18 fascinating, and I'm sure it's been a fascinating journey
19 and will continue to be, and one that I think other
20 communities in the county have a lot to learn from. So
21 kudos to you guys.

22 COMMISSIONER ZEPEDA: Moving on, we have a
23 question from Commissioner Woods.

24 COMMISSIONER WOODS: Afternoon, all. And thank
25 you, Region 2, for just a informative presentation. It

1 really, really great information. I also want to commend
2 you on what is clear for me is the system change approach
3 and how it ties back to the work that we are expecting to
4 happen here with First 5 LA. So thank you for that just
5 really great information.

6 I've worked in each of these communities over the
7 last 30 years in some capacity or another, and I don't
8 remember being able to say that four communities that are
9 so different come together in a manner like this where we
10 can reach a really much broader scope of individuals. So
11 thank you.

12 The one question I have, and it's a little aside
13 from your presentation, but it's addressing the issue of
14 vaccination, particularly in these communities. This is
15 where our numbers are the lowest. Is there anything with
16 your approaches, your systems that you're implement now
17 that will allow you -- or allow all of us to reach more
18 individuals as it relates to vaccinations?

19 MS. BURTON: Yes, Commission Woods. Thank you
20 for that question. There are a couple of different --
21 probably more than a couple different ways that we're
22 addressing this. But I will lift up one in particular
23 that we're leveraging because of our other relationships
24 and our other contracts. So we have recently entered into
25 a contract with the Department of Public Health to manage

1 the distribution of community health workers across the
2 entire region. And so we're quite excited about
3 leveraging that opportunity to very -- very much focus on
4 our Region 2 and how we are driving, you know, more
5 resources, more community health workers in those
6 communities to reach our folks.

7 On the other side of things, we have been -- you
8 know, since the pandemic started, we have really amped up
9 our virtual meetings. And we see really great
10 participation at our meetings. So as of late, our last
11 one was with Dr. David Bautista. He's based out of UCLA.
12 We had interpretation. We had approximately a hundred
13 folks on the line just listening to Dr. David Bautista
14 talk about Covid and the impact on the Latin X community
15 which was really invaluable. And we'll be doing a similar
16 convening with Dr. Roberto Vargas from Charles Drew
17 University later on in this -- actually, early May, I
18 believe is when that one is. And also we're looking at --
19 well, that's as far as it goes in terms of talking about
20 the vaccine and the testing, focusing in on that for
21 community members.

22 COMMISSIONER ZEPEDA: Thank you. We have another
23 question from Commissioner Heger.

24 COMMISSIONER HEGER: I think this is great, and
25 I'm jealous that -- Romalis, you represent this; right?

1 This is your district; right? You can nod at me. Yeah, I
2 can be jealous now.

3 COMMISSIONER TAYLOR: Yes.

4 COMMISSIONER HEGER: I have a couple of things
5 that -- I'm Astrid Heger. I'm a pediatrician. I run the
6 -- I started the hub system and run the child abuse
7 program at county USC and a few other things that I do.
8 But we've been avidly working, trying to work within the
9 health system to try to figure out how to break down the
10 lack of access to quality health care in -- in this
11 district and so that we can get past the incredible impact
12 racism has on health for all ages in this district.

13 If you didn't see it, go online and look at what
14 David Williams from the School of Public Health at Harvard
15 had to stay in 60 Minutes on Sunday night about health
16 disparities in the African American population and the
17 contributing factors. It is -- it was quite stunning.
18 And his work in -- in that field is amazing.

19 From my field and looking at what we're doing
20 about children going into foster care and failing foster
21 care and then failing juvenile justice system and then
22 ending up in San Quentin and the preponderance of African
23 American children in that group is frightening. And if
24 you're black and you live in LA, you're five more times
25 likely to end up in foster care and you're five times --

1 or 11 times more likely to end up incarcerated. And I
2 think that these issues need to be addressed from the very
3 beginning.

4 I'm -- there are several things that I -- I would
5 love to get involved with -- with -- with whoever is in
6 charge of this fabulous group because we're working --
7 we're trying to figure out how to build an equities clinic
8 in LA and looking at how do we deal with the --
9 particularly with the African American family, but also
10 with the Hispanic family, but I'll focus on the African
11 American. Looking at, how do we bring together the best
12 quality services to keep the family together. And that
13 means -- and based on what the community wants. Looking
14 at community resources and then asking our wealth African
15 American entertainers and sports figures, et cetera,
16 to invest in this community in such a way that the family
17 whose refrigerator is broke and doesn't have food doesn't
18 lose their kid, but gets a new refrigerator. That's
19 making it as simple as I can.

20 I think that it's startling when you look at the
21 statistics of what's happening to the -- to the kids, and
22 especially after the Covid. Mental health issues and
23 physical issues and abuse issues all are on the rise.
24 We're looking at a tremendous increase in alcoholism by
25 those individuals who had to stay home and take care of

1 their kids. They did so by getting drunk. I'm just
2 obviously making general statements here. But -- and that
3 increases in the FASD which is probably the most prevalent
4 in the African American family in the United States,
5 period. Also, if you look at the thing on Sunday night
6 looking at access to healthy food.

7 So all of those things from a health standpoint,
8 because I'm an MD, I would love to address with Breanna,
9 you know, with Michelle, whoever wants to talk to me.

10 Let's see if we can't figure out what we want to do about
11 brining health to the zero to five, since I realize this
12 is First 5, Kim. And I'll try to stay on topic here.

13 Finally, the thing that I think would be
14 absolutely so cool to do as you give away food and in your
15 district is to ask each family with a questionnaire what
16 we could do to help them. So if they're lining up for
17 food, you've identified a highest needs group in your
18 community. So what we've done in East LA, we have a food
19 giveaway every Friday in my parking lot. And we've been
20 asking them questions, what do you need. And that
21 includes parenting classes. That includes childcare.
22 That includes everything that can you imagine, home
23 visitation, other things that First 5 is very, very good
24 at. So I would -- that was -- that was kind a cool way of
25 filtering them out.

1 And then finally, I would think this would be a
2 fun thing to do, Kim. Is across all of the districts that
3 we have, why don't have we have a clearinghouse of stuff.
4 You know, it's like we all get -- people give us donations
5 of different things, et cetera, and all of a sudden you're
6 sitting in -- and you're down there with you, Romalis.
7 And somebody calls up and says, I need X. And you're --
8 you're stuck. But if you have this -- this computer list
9 of what you have in excess that you've got stored
10 somewhere that you know you can pull together or you can
11 bring to the table, then you all of a sudden have joined
12 all of these various individuals that are working in the
13 communities together saying, what can we do to help you
14 and we're trying to find an answer.

15 So if -- if Breanna or someone could figure out
16 where I am. I'm at USC. My e-mail is heger@usc.edu,
17 among other e-mails, but that one eventually gets to me
18 when it's not censored by ESSY. Excuse me, Jacquelyn.
19 And I'm just saying that I think we actually could --
20 could demonstrate this incredible community support system
21 in such a way that it crosses all the boundaries.

22 So that's all have I to say today.

23 MS. FLORES: If I could address some -- I think
24 as you were talking, it was like all these things are
25 popping into my head. Yes. We will definitely follow up

1 with you. But a couple of things that I just want to --
2 for us to think about, which is, you know, sort of that
3 bigger picture, you know, one of the things we're thinking
4 about, for example, is universal basic income.

5 So now that we have been collecting data for the
6 last year, right. We're looking at reparations. Those
7 are the two -- two policy priorities for CHC because we
8 have to think about from a systems -- again, we're
9 thinking systems change. So as we are moving into this
10 space of what does universal basic income look like. And
11 now we have a couple of different models out there, some
12 pilots that have been done. The mayor just announced that
13 he's also looking at this. So we're already scheduling a
14 meeting with the mayor. We're meeting with him next week.
15 We're going to talk about what he's thinking about in
16 terms of universal basic income.

17 And what we did is we partnered with CHC last --
18 with UCLA last year and we conducted a study, but it was
19 right after Covid had really hit and it was over the
20 summer. We interviewed a hundred mothers, black and brown
21 mothers to really figure out and find out, like, what is
22 it, how -- how did you experience this, what do you mean,
23 like some of this stuff you're talking about. So that
24 report will come out this year. We're just holding it
25 because we want to be able to launch it with something

1 like UBI is coming out. So we're sort of working in that
2 piece. So we certainly want to coordinate with you. And
3 part of it is looking at, you know, what are the
4 extractive economies that actually impact our communities.
5 And that's what we were trying to figure out.

6 And what we found is one of the biggest nugget of
7 information that I think we have to think about as we work
8 with families and children is that it came out that, you
9 know, really \$430 a month would change a family's life.
10 \$430 a month. So they described what could they do if
11 they had just -- what was it. \$430. They could go back
12 to school. They could take care of childcare. You know,
13 they could leave one of the jobs. It was a significant in
14 being able to move people out of poverty.

15 So that study has given us enough information and
16 support because it's all about evidence as we're thinking
17 some bold ideas. So now as we think about piloting a
18 project on universal basic income, we're wanting to work
19 with those same mothers, give them the money, and then
20 track them for a period of time and then be able to report
21 out. And one of the things we want to do is publish in
22 partnership with First 5 some of these things that are
23 coming out because we want to be able to scale and
24 replicated. And so I think -- so that it can happen in
25 other areas. This is a moment in time in our history that

1 I don't know when it's going to come again when we have an
2 administration that is actually thinking of families and
3 children in a very different way, who's thinking about
4 institutional racism in a very different way.

5 COMMISSIONER HEGER: Veronica, I want to comment
6 on that. And I want you to, please, get ahold of me
7 because like one of -- one of my supporters that sort of
8 is intrigued by whatever we do here and has supported a
9 lot of our families, including rent, food, everything you
10 can imagine during the Corona virus. He's going to
11 Washington today because he's one of the big supporters of
12 this universal baseline income for families, and that's
13 why he's going.

14 But having said that, having him call me and say,
15 I'm feeling guilty, Astrid, about how much money I made
16 last year that it would seem to me that this is a perfect
17 partnership to say to him -- because, obviously, I don't
18 -- I'm not a -- I practice at UCLA, but I'm extremely
19 interested in what goes on down where you are. If he's
20 willing to do a pilot with you -- because I don't know
21 where you're going to get the money from, but if you get
22 the money privately and demonstrate that it works, you can
23 then flip it over to the public sector and ask them to
24 make it sustainable.

25 So heger@usc.edu. And let's see if we can't run

1 a -- I'd love to see us do a hundred families or more.
2 That's what I would really like to do. If you look at
3 that and look at how much that's going to be a year, I bet
4 you we can find that because my experience with the
5 bureaucracy is they like to see something that works. And
6 our public--private -- we have a public-private
7 partnership that's been funded by the bureaucracy, but it
8 started -- actually started with a grant from First 5.
9 They forget that when they get angry with me. But it is
10 -- it was started that way and it's sustainable now
11 because of other things, but I -- I -- e-mail me and let's
12 see what that numbers looks out. And when he gets back,
13 maybe he would like to demonstrate to Washington that it
14 works.

15 MS. FLORES: Perfect. We will definitely get in
16 touch with you. Thank you.

17 COMMISSIONER HEGER: All right. You're welcome.

18 COMMISSIONER ZEPEDA: Okay. I don't have any
19 more questions from commissioners. Any other questions or
20 comments from commissioners?

21 COMMISSIONER TAYLOR: I just have one more. On
22 this Onward, are we going to open that framework up to the
23 greater -- to more of the young mothers and first-time
24 mothers or mothers within all of your region so that it's
25 not just a member, it's -- they can become a member, but

1 the idea is to open it up so they can have access to that
2 system.

3 MS. RATZKIN: Yes. Absolutely. The reason why
4 we specified approximately a hundred residents was really
5 as a testing phase to test out some of the technology
6 pieces. And I'll just give a brief example to not get too
7 technical, which is, for example, to reach and work with
8 the community navigator, would it work better for folks to
9 be able to call them directly by clicking on a number
10 within the platform or do an online chat or send a
11 message. And likely it's going to be all three, but we
12 want to get a sense of that. And then make some
13 improvements before we field it to the entire Best Start
14 population or Region 2 resident population.

15 COMMISSIONER TAYLOR: Charna, are we asking the
16 -- the State to support AB-34 because that digital divide
17 is a huge issue I've mentioned it over and over in our
18 community, and you have affirmed what I've been telling
19 them all along. So thank you for that. But are we going
20 in and advocating for that from First 5 LA?

21 MS. WIDBY: We have not taken a support position
22 on that particular bill yet. We have had in the priority
23 watch position and have been closely monitoring the
24 amendments around defining populations and have been
25 working on analysis. So we are engaging but we haven't

1 taken a support position yet. The analysis will be
2 complete in the next two weeks.

3 COMMISSIONER TAYLOR: See, the thing we have to
4 make sure when we advocate that it aligns with our
5 strategic plan and goals and what the community needs. So
6 not everything is simple. So please let me know when we
7 ascertain all these things so we can move forward.

8 MS. WIDBY: I will definitely share analysis with
9 you, but it has been and continues to be on our priority
10 watch list and we have been talking about it with partners
11 a lot.

12 COMMISSIONER TAYLOR: Okay. Thank you.

13 MS. FLORES: And if I could just -- on this one,
14 just in terms of coordination because I think utilization
15 of resources for us is critical And leveraging resources.
16 And so because our team is doing all this analysis around
17 policy, if we could partner, you know, like -- and it's a
18 lot of research being done at the same time. So if we
19 could partner if this one of the areas that you guys are
20 looking at, there are policies that we're tracking and
21 going very deep into. So we will be publishing our policy
22 platform in about 30 days. But, you know, if there's
23 stuff that -- again, that we could collaborate on, this
24 would be a great time.

25 MS. WIDBY: So appreciate that. And yes.

1 COMMISSIONER ZEPEDA: Okay. Hearing no other
2 comments from commissioners, I want to really thank the
3 presenters -- We lost Dr. Burton. I think her Internet
4 went out -- for your presentation I think I just -- I know
5 how much work this is. You started after eight years of
6 investment by First 5. This is not an overnight success
7 story, and it -- what it demonstrates to me is coalition
8 building that doesn't lurk where communities don't see it,
9 the common good as zero-sum game for them; that by working
10 together, we can -- we really can establish and create
11 really good things going forward. And I really want to
12 compliment you on what you're doing and we will be
13 connecting with you because the issue is, you know -- the
14 other issue is scaleability, you know, what are the best
15 practices, how can other communities learn from that, et
16 cetera, et cetera.

17 So thank you for all you do and looking forward
18 to the next chapter. Thank you so much.

19 Okay. So I think we're ready -- it's 2:41. So
20 we're ready for a ten-minute break.

21 Jamie, are there any public comments on this
22 item?

23 THE SECRETARY: There are no public comments.

24 COMMISSIONER ZEPEDA: I remembered this time. I
25 always forget that.

1 So we're going to take a ten-minute break and
2 we'll be back at 2:52 I guess. So we'll see you then.
3 Ten minutes.

4 (A brief break.)

5 COMMISSIONER ZEPEDA: And we can start. Jamie,
6 give me the heads up on gallery view. Let me see if
7 everybody's here.

8 THE SECRETARY: I see most people trickling back
9 on. Just need a few more. Looks like we should be about
10 ready.

11 COMMISSIONER ZEPEDA: Okay. Hope you had a nice
12 stretch break. Moving on to Item Number 5, highlights
13 from the Best Start Region 4.

14 I'm sorry. I have something from the
15 interpreter.

16 THE SECRETARY: Apologies for that confusion,
17 Commissioner Zepeda. Grappa was giving the directions to
18 access Khmer interpretation once more before this piece
19 because this is the piece that we are expecting folks to
20 listen in Khmer.

21 COMMISSIONER ZEPEDA: Okay. Very good.

22 THE SECRETARY: Grappa, if you could repeat that
23 one more time, please.

24 THE INTERPRETER: (Speaking in Khmer.)

25 COMMISSIONER ZEPEDA: Thank you. And welcome to

1 our Khmer presenters, our Cambodian participants.

2 Lee, I'm going to let you do the formal
3 introductions on Region 4 Best Start -- highlights from
4 Region 4 Best Start.

5 MS. WERBEL: Actually, Alyssa is going to do
6 that.

7 COMMISSIONER ZEPEDA: Okay.

8 MS. WERBEL: Ready to go.

9 MS. GUTIERREZ: Thank you. Before we begin, I
10 want to give another shout out to Alex, Veronica, and the
11 entire Region 2 team. They did a great job.

12 Just want to send a quick reminder as well and
13 bring your attention to the chat box for any of our Khmer
14 speaking participants. The PowerPoint presentation that's
15 going to be on the screen is translated into English and
16 Spanish. And there is a Khmer only PowerPoint
17 presentation that I believe was forwarded on. Many
18 community members for some reason didn't have access to
19 it, but the link is in the chat box.

20 Okay. So I will go ahead and share my screen.
21 All right.

22 So good afternoon, commissioners, First 5 LA
23 staff, and guests. We're honored to have this time to
24 share with you the work that's been happening in Best
25 Start Region 4, the port cities. My name is Alyssa

1 Gutierrez. I'm a program officer with the communities
2 team. And with me here today are partners from The
3 Nonprofit Partnership, Christina Hall, Carolina Quezada,
4 and Michelle Byerly.

5 This afternoon we will begin by orienting you to
6 the communities of central Long Beach and Wilmington.
7 We'll share with you the regional structure, who lives
8 here, unique characteristics of the communities. We'll
9 share with you how we structure ourselves to be most
10 effective in advancing our community-driven policy and
11 systems change goals. You'll hear the Best Start Region 4
12 philosophy and approach to our work and how the centering
13 of parent and community voice, shifting mental models,
14 building relationships, and network mobilization are at
15 core of this approach. You'll have an opportunity hear
16 about the various systems change efforts happening in the
17 region with some powerful video testimony from the very
18 residents that to change. We will share with you a bit
19 about how we responded to the Covid-19 public health
20 crisis and how we harnessed the power of the community
21 infrastructure we spent years supporting to meet the
22 moment from our children, families, and communities.
23 And, finally, we will share with you what we have in store
24 for our ongoing initiatives. And ultimately, look forward
25 to an engaging discussion with you at the conclusion of

1 the presentation.

2 Beginning with geography, Wilmington and Long
3 Beach sit on the traditional, ancestral, and unseated
4 territory of the indigenous Tongva people, known today as
5 the most southern part of Los Angeles county.

6 Wilmington is a neighborhood within the city of
7 the Los Angeles, a tight-knit, predominantly immigrant
8 community located nearly 25 miles away from the city
9 center where the most important decisions are made; while
10 it's neighbor Long Beach is an independent municipality, a
11 full-service city with its own public health department,
12 school district, and higher education institution. And
13 together, these communities are part of a trio of cities
14 that share the Los Angeles-long Beach port complex, the
15 largest and busiest port in the nation.

16 Region 4 is also home to the third largest oil
17 field in the United States. And together, the oil
18 refineries are a powerful economic driver in the region
19 employing many of our Best Start families, but come with
20 severe health and environmental consequences, as evidenced
21 by the nearly 40 percent of children in our region living
22 with chronic asthma. And while deep environmental
23 injustices in our community are a reality, they certainly
24 do not define our community; rather, the port cities
25 region was defined by an engaged and active citizenry,

1 leaders with a deep commitment to service and a robust
2 network of families, organizations, and others working
3 together to create a more equitable and healthy community.

4 Region 4 is home to a rich industry of cultures
5 and a history that has been woven together out of
6 opportunity and tragedy from Tongva people who were the
7 original habitants of this land and still go unrecognized,
8 to Japanese communities who inhabited Terminal Island
9 until forced removal and interment during World War II to
10 one of the largest Cambodian communities outside Cambodia
11 formed by refugees fleeing the Khmer Rouge, immigrants and
12 African-Americans from the South who moved to find
13 employment at the now-closed naval base and the large
14 Latin X communities who make up the backbone of our
15 service industry and frontline workers.

16 It is indeed a vibrant and beautiful region that
17 I have the honor of calling home.

18 Our region is home to nearly 15,000 children age
19 zero to five, along with their parents and caregivers who
20 work hard to provide for their families. Many of our Best
21 Start members are essential workers who have been on the
22 frontlines during this keep keeping our communities
23 running. And, unfortunately, like many of the Best Start
24 communities, Region 4 has too been devastated by the
25 pandemic. Wilmington in particular was hit hard exposing

1 deep health and resource inequities.

2 In the current loss and decades of systemic
3 trauma, our Best Start communities continue to come
4 together regularly to share resources, build collective
5 power, and heal. It is the power of the most
6 disfranchised that have fueled progress for change in
7 these communities. Best Start community leaders have
8 never been afraid to take on the status quo to fight for
9 better living and working conditions for their children,
10 their families, and their communities.

11 I am now going to turn it over to Michelle Byerly
12 who will share more about how we make this change
13 possible.

14 MS. BYERLY: Thank you, Alyssa. And thank you to
15 First 5 LA and commissioners and guests for inviting us to
16 present our work in the Best Start Port Cities Region 4.
17 And also thank you to our colleagues at CHC for sharing
18 their work in Region 2. It's a pleasure working with you
19 and all the other regions the past three years of Best
20 Star and learning and sharing with one another. So thank
21 you for the great presentation also.

22 And also while our regional team will be
23 presenting, as Alyssa mentioned, we also have invited
24 representatives from our local network partners to support
25 any follow-up questions you may have at the end. So we

1 also have James Swazo from Long Beach Forward and
2 Maribelle Amaya from Providence Little Company of Mary in
3 Wilmington.

4 As a regional capacity builder for nonprofits and
5 initiatives, The Nonprofit Partnership of team key has
6 played an active role in the community for over 20 years.
7 We do believe that the success of the Best Start
8 initiative lies in the power building of residents and
9 network building of community and stakeholders to foster
10 the environment for change to happen.

11 As the regional grantee, we provide overall
12 structure, strategy, support for the development of a
13 strong network of residents and stakeholders. And we do
14 that through a collaborative approach with our local
15 network partners that we've invited here today.

16 When we began work in the new structure three
17 years ago, we identified two lead partner organizations,
18 one for each community, to begin our work with the ongoing
19 Best Start initiative. Each partner supported the
20 development of local structures and spaces for residents
21 and organizations to share resources, support, and develop
22 communities from these agendas. Our partners moved the
23 work of Best Start forward by listening to resident and
24 nonprofit voice in the community, providing space for
25 connection, power building, network building, and capacity

1 support. In Long Beach, we partner with Long Beach
2 Forward and in Wilmington, we partner with Providence
3 Little Company of Mary. Each organization has a history
4 of supporting, empowering, and activating communities'
5 voice and providing a face for residents and organizations
6 to work together to support one another and, most
7 importantly, impact change.

8 At the community level, Best Start is led by a
9 leadership team or steering committee comprised of
10 residents and community-based organizations. These
11 leaders are elected annually and support the community
12 partnership space where the broader community connects to
13 resources and advocacy efforts. In addition, leadership
14 teams oversee two funding programs we'll heard about a
15 little bit later on. And those are designed to better
16 engage with residents and community organizations to
17 activate that community change agenda.

18 In 2020 we released the Region 4 network building
19 grants in each community. So now each grantee
20 organization aligns with a community-identified priority
21 or two and participates in shared learning spaces
22 together, exploring meaningful, intentional resident
23 engagement, sharing strategies and collaboration and
24 gaining a better understanding of the local ecosystem.

25 I would now like to introduce our senior program

1 manager, Carolina Quezada, to take us deeper into our
2 approach and the values for impact in the port cities
3 region.

4 MS. QUEZADA: Thanks, Michelle. Good afternoon,
5 commissioners.

6 I will briefly go over our region's philosophy
7 and approach to illustrate what is at the heart of Region
8 4's long term systems change work. And before I summarize
9 these points, however, I want to take a quick moment to
10 refocus on the Best Start model for systems change, as you
11 can see here. This has really served as an anchor for us
12 as we consider all of the different moving pieces of the
13 this work since it's so long term. Collectively, we make
14 a purposeful efforts to integrate these components into
15 the work we pulley with residents into reflection -- into
16 our reflection as partners in this work with community and
17 into the capacity building activities for the residents
18 themselves. Undergirding all of this, is a core set of
19 values that captures the covenant between The Nonprofit
20 Partnership as a regional network grantee and Providence
21 Little Company of Mary and Long Beach Forward as our local
22 network partners. And these are collaboration,
23 transparency, accountability, and really importantly
24 reflection. Next slide please.

25 Our approach boils down to focusing on what you

1 see here on the screen. First is centering community
2 voice. In both communities, we have sought to
3 authentically partner with Best Start leaders and
4 residents. Best Start leaders have facilitated
5 conversations and meetings to help establish a focus on
6 what matters most in each these communities. Resident
7 leaders have both confirmed and identified their priority
8 areas, engaging other residents in the process.

9 The process resulted in refined community change
10 agendas that guide and are truly central to all of the
11 Best Start investments being made today. The community
12 change agendas reflect the priority areas that drive
13 systems change activity in our region. The residents and
14 community partners have a clear target that helps center
15 community change agendas and the long-term work ahead, and
16 that is to strengthen communities that have a positive
17 impact on young children.

18 Secondly, we want to highlight the mental models
19 and building relationships. Here the region has focused
20 on supporting the integration of resident-led work and
21 local policy processes. The focus again is to strengthen
22 and in some cases forge pathways to resident participation
23 in this area. Both communities have mobilized residents
24 so that there is a direct communication with elected
25 officials. In Wilmington, for example, this has allowed

1 for a partnership with the local city council office to
2 change a streetscape and focus on safer streets.

3 In Central Long Beach, as you'll get to see a
4 little bit later on, resident voices have lifted the
5 movement toward language equity in the city and most
6 notably, a Best Start parent and leader has activated the
7 community to advocate for the successful passage of an
8 eviction moratorium.

9 Third, the focus here is on network building.
10 This year, we knew that supporting the growth of a network
11 of organizations was paramount to the systems change work.
12 The region launched learning communities, one in each one
13 of our Region 4 communities. This is an effort to deepen
14 engagement of organizations working in the larger body of
15 work that Best Start is seeking to impact. And we look
16 forward to sharing a little bit more about what this is
17 looking like.

18 Now, I'm going to turn it over to Christina Hall,
19 our Best Start program manager, who will illustrate what
20 this approach and what this work is actually looking like
21 boots on the ground.

22 MS. HALL: Thank you, Carolina.

23 Over the past three years, each community in our
24 region has been on an individual and collaborative path
25 toward building the Best Start initiative in this new

1 structure. As we all know, community change work takes
2 time. Focusing on systems change and community capacity
3 strengthening is less immediate than direct service, but
4 we fully believe in the power to impact the systemic
5 changes that we need for our children to thrive.

6 By the end of year one, both Central Long Beach
7 and Wilmington went through a very deliberate process to
8 develop their priorities, as you heard from Carolina.
9 These interconnected areas of work known as the community
10 change agendas were uplifted by the broader community and
11 they guide the focus of resources, activities, advocacy,
12 and funding, ultimately becoming the drivers of the system
13 change efforts and network building.

14 The communities have also worked to develop
15 governing structures to foster a safe space for community
16 change. The process to activate around community needs
17 was developed before and then has been refined in response
18 to the pandemic. With the impacts of Covid and racial
19 injustices in 2020, priorities have been amplified as has
20 more opportunity for advocacy for change. Next slide
21 please.

22 With our local network partners, Best Start
23 supports the initiatives growth throughout following ways.
24 The first one here that you see on the slide is leadership
25 and capacity strengthening. Being a leader in Best Start

1 is structured around giving experience, building consensus
2 around different priority areas, learning how funding
3 works, and how funding systems change priorities can
4 happen in different ways. The act of being in a
5 leadership meeting is a capacity building activity.

6 In the past year with the inequities and needs
7 brought on by the pandemic, each of our communities was
8 able to gain experience and understanding of how to meet
9 community needs, engage in systems change activities, and
10 also how to meet the needs of other local community
11 members. We were able to use community funding to become
12 a resource to the community directly and through
13 partnership with other stakeholders. In addition, Best
14 Start's voice in the zero to five population and early
15 childhood education community increased through their
16 support of pandemic-related efforts.

17 With that said, over the last three years there
18 have been many opportunities for residents to influence
19 public systems and participate in policy advocacy
20 activities. In Central Long Beach, housing is one of the
21 community change priority areas that both residents and
22 community organizations partner with one another to
23 change, including the passage of an eviction moratorium in
24 2019 and an anti-tenant ordinance in 2020.

25 The video we're going to show you highlights

1 Maribelle Amaya, a resident leader who has had long-term
2 involvement with Best Start. She's a strong advocate and
3 leader for change in the Long Beach community. This
4 housing video and others like it were created as advocacy
5 pieces during the pandemic to continue work on the
6 community priorities.

7 (Video plays.)

8 Some of the projects in Region 4 help fuel this
9 community-driven work like what we saw in this video were
10 projects selected through what's called a participatory
11 budgeting. Funding was made available by Best Start
12 Central Long Beach leaders as a democratic process in
13 which community members have real power over real money
14 and decide how to spend the funds through a voting
15 process. Participatory budgeting is a multistep process
16 that was designed by the Best Start Central Long Beach
17 leaders and was brought to the community through idea
18 collection convenings where residents brainstormed around
19 how to meet the needs for community change.

20 Next, we had budget delegates, other leaders that
21 took these ideas and developed their own project proposals
22 in combination with an organization which were then
23 presented to the public for a vote on the projects to be
24 funded.

25 The last step was an assessment process where

1 leaders reviewed the projects and they actually continued
2 to review the projects to gain a better understanding of
3 how to found for impact. Next slide, please.

4 Participatory budgeting is truly a change maker
5 for communities as systems change is inherent in its
6 initiative. Relationship building, shifting mental models
7 of both people and organizations, strengthening
8 organizational capacity to value community-driven work,
9 equipping community members with leadership and other
10 transferable skills to participate in advocacy in general
11 and around municipal resource allocation. Participatory
12 budgeting changes the way residents engage. From design
13 to negotiation to issue management, residents drive the
14 entire process.

15 Our first Best Start Central Long Beach
16 participatory budgeting process was in 2020. And I'm
17 excited to say that our second participatory budgeting
18 process is currently ongoing and is in the voting stage.
19 Overall, participatory budgeting has greatly expanded the
20 community's capacity to advance systems change. Next
21 slide, please.

22 Previously, I had mentioned that, due to
23 Covid-19, priorities had been amplified as had more
24 opportunity and advocacy for change. I want to highlight
25 the response that happened in Best Start Wilmington. Our

1 local network partner Providence and the Best Start
2 Wilmington leaders made it a priority to link their Covid
3 response programs to the bigger realm of engagement and
4 outreach, both of community members, organizations, and
5 also funding partners. Their holistic response included a
6 farmers market fresh produce program, PPE distribution,
7 Covid testing, community health outreach programs to help
8 educate around Covid safety and what happens when you do
9 get Covid. And now they have a vaccination clinic.

10 The following video highlights their response to
11 basic needs while still holding a systems change lens. It
12 -- features Maribelle, one of our Providence staff
13 members. And many of the residents represented in this
14 video are also leaders in Best Start Wilmington.

15 (Video plays.)

16 MS. HALL: Thank you. And now I want to invite
17 my colleague Carolina back to highlight more about the
18 region's network building and resource mobilization.

19 MS. QUEZADA: Great. Thank you, Christina. It's
20 so hard to follow those videos.

21 Now, as we turn to network building and resource
22 mobilization, we want to spotlight the learning
23 communities that were launched this program year as we
24 kicked off a more concerted effort to convene
25 organizations working within Best Start. There are two of

1 these learning communities as was mentioned earlier. One
2 in Central Long Beach and one in Wilmington. In launching
3 this effort, we believe that the best approach to
4 introduce Best Start is to establish a space where inquiry
5 and exploration was the norm, a space where organizations
6 could explore topics such as systems changes and what
7 resident-driven work and working in partnership with
8 community actually looks like and what that means for
9 them. And we've also been able to introduce a frame
10 called the community engagement continuum. This helps
11 organizations explore where they find themselves on that
12 continuum. And all of this is done to really deepen an
13 identity with Best Start, what does Best Start do, why
14 does Best Start. And it's also helping to create new
15 relationships where they have not existed before.

16 So far we're seeing that organizations are eager
17 to explore opportunities to work with each other and
18 collaborate further, which is wonderful to see. We're
19 also seeing that there's a lot of ah-ha moments with
20 organizations who are sharing about what's worked for them
21 before when it comes to real resident engagement and truly
22 partnering with residents, and others that are actually in
23 a space where they can explore what that means
24 authentically to their organizational culture and to the
25 community.

1 Now, taking a closer look at resource
2 mobilization, we found that the pandemic offered a real
3 key opportunity to promote how collaborative Best Start
4 can be in light of these extraordinary times. And,
5 honestly, the video we all just saw is a perfect way to
6 really highlight that collaboration.

7 We advocated for CARES relief as a region in
8 communities and actually got a chance to minister recovery
9 funding to ensure that early childhood educators received
10 much-needed funding, including center and classroom
11 supplies. And this next slide actually offers a lot more
12 information on how this has played out.

13 So as we look at our impact, shifting away from
14 philosophy approaches and community highlights, we want to
15 share -- or highlight some of the items from this
16 particular slide. The first is that, over \$1 million has
17 been granted to propel these community projects and these
18 change efforts that we've been describing earlier. And,
19 again, as Christina was sharing, this has been done
20 through participatory budgeting and through network
21 building grants and community-identified projects. All of
22 these are resident led.

23 Again, this amount captures the PB process,
24 participatory budgeting, These grants that are meant to
25 build the network and convene organizations, and projects

1 that residents have funded to ensure that the Best Start
2 investment is directly impacting these community change
3 agendas as identified by each of the resident communities
4 in the region.

5 The second item we want to highlight here is that
6 over three million has been leveraged in the region thus
7 far. This primarily includes funding to continue the
8 ongoing support for families of young children and for
9 supply distribution from the City of Long Beach CARES
10 initiative, including funds for early childhood education
11 providers. Moreover, this amount also includes private
12 foundation grants to promote food security, to complement
13 current food distribution efforts, and to provide Covid
14 testing and health education outreach to families.

15 One last item to highlight is the number of
16 organizations that have engaged in Best Start and have
17 established a presence within all of these different
18 circles of conversation in action in our region, whether
19 it's done through funded or unfunded work.

20 Now, we're going to look at what lies ahead for
21 our region in the future. So I'll turn it back over to
22 you, Christina.

23 MS. HALL: Thank you, Carolina.

24 As we are looking at our next steps, we will
25 continue with field building and expanding our network of

1 community members and organizations both within and
2 outside Best Start. We will continue the utilization of
3 participatory budgeting and other funding strategies to
4 move systems change forward and provide experience to our
5 community leaders on what can be successful.

6 Our region's inaugural status of the young child
7 report will be released for both Wilmington and Central
8 Long Beach. We have partnered with the Advancement
9 Project to gather data and create a report and online
10 dashboard to have an benchmark and identify areas in which
11 we can effect population level change.

12 Lastly, we are looking at what we've learned from
13 the communities: How have the structures allowed to us to
14 respond quickly to community needs? How did we use what
15 was built in our communities already to move things
16 forward? How can we look back and assess what we did to
17 move forward and continue to foster systems change and let
18 the community lead us?

19 Thank you for taking this opportunity to learn
20 more about our work in Best Start Region 4 Port cities.
21 We would like to open the floor to your reflections and
22 questions and discussion.

23 COMMISSIONER ZEPEDA: Thank you very much for
24 that presentation. It was very helpful for us to get a
25 better sense of what you all are doing. I don't have any

1 questions yet from any of the commissioners, so I'll just
2 start off with some general questions that I have.

3 I'm wondering about the Cambodian community. In
4 the presentation, they were not identified necessarily in
5 any of your highlights. And I'm wondering what kinds of
6 work is going on in that community through your project.

7 MS. HALL: Yeah, I can definitely answer that if
8 you would like. The Cambodian community is a huge element
9 of the Best Start Central Long Beach community
10 partnership. And many organizations, as well as Cambodian
11 community members, participate in many of the different
12 spaces. We have members of the Cambodian community that
13 are part of the Best Start Central Long Beach leadership
14 team. And many -- there were a number of projects, both
15 from the participatory budgeting process as well as the
16 network building process, that do relate to both
17 Cambodian-based organizations and Cambodian community
18 needs.

19 And I don't know if James wanted to add anything
20 to that.

21 MR. SWAZO: Hello. This is James Swazo with Long
22 Beach Forward. Nice to meet you and all, and thank you
23 for the opportunity to share a little bit.

24 Just building off of what Christina mentioned
25 from Long Beach, we've actually, despite being remote and

1 doing our work via Zoom and training partnership members
2 and leadership team members how to do this work virtually
3 in lieu of meeting in person, we've actually been able to
4 increase on the number of community Khmer speakers,
5 Cambodian residents, through this virtual participation,
6 not only just because of our thoughtful planning ahead of
7 time and engaging the leadership team, but also by being
8 able to support folks from the community to get them
9 involved with the resources to allow them to do things
10 like phone banking or Zoom sessions entirely in Khmer.

11 So it's been really exciting to see that not only
12 increased participation, but actually have proposals that
13 are lead by the Cambodian community as well.

14 COMMISSIONER ZEPEDA: I'm just -- I'm bringing
15 this up because I'm doing some work with some Asian
16 populations, and I'm concerned about cultural differences,
17 cultural competence issues. It sounds to me like a lot of
18 the issue has to do with language and having people be
19 translators and -- and possibly individuals not really
20 knowing how to use the technology. So maybe that's where
21 -- where you're at right now with the community.

22 I'm pleased to hear that they're participating in
23 all your activities, but -- because the zero to five
24 population in that community is very vulnerable and so I'm
25 concerned about that as you move forward.

1 Commissioner Taylor has a question so I'll turn
2 it over to Commissioner Taylor.

3 COMMISSIONER TAYLOR: First of all, I want to
4 thank you for a great penetration. I also want to ask you
5 -- one question I have and then -- I have several, but one
6 I have is about the digital divide in the community, and
7 the other is just a takeoff on the Cambodian community
8 because of this bias that we're seeing in our society
9 against the Asian community or Pacific Island -- Asian
10 Pacific Islander community. What are we doing to help
11 them to, one, know that they're not alone; and, two, that
12 we're here to help them and help their children succeed.
13 So if you can answer the question about the digital divide
14 and then the other one.

15 MS. BYERLY: And I think, James, you have that.
16 Also just to note, when the pandemic occurred, we were
17 able to shift. First 5 was very flexible in the use of
18 the funds and ensuring that we had the flexibility to
19 support the community. So we were able to actual purchase
20 and utilize the technology to keep the work moving forward
21 in both communities. So that's just one example of how in
22 Best Start we were able to directly impact that.

23 And then, James, if you want to speak to some of
24 the work you're doing in the digital divide. And,
25 Maribelle, if you have any comments, too, you want to add.

1 MR. SWAZO: Thank you for the questions.

2 Regarding the digital divide, there has been a
3 process that started prepandemic in the city of Long Beach
4 to actually look at digital inclusion strategies and
5 ultimately create what the city has called the digital
6 inclusion roadmap to actually look at, how do we close the
7 digital divide and, particularly, among areas of the city
8 of the Long Beach that have less access to the Internet or
9 a lot of -- especially when city services or things like
10 that move towards the digital age.

11 And so members of our Best Start Central Long
12 Beach team were able to help work with the city innovation
13 department and actually get Best Start Central Long Beach
14 members to provide input via one-on-one interviews and
15 then sessions over Zoom and support them through that
16 process to actually informed the digital roadmap. So
17 we're really excited that we were able to partner with the
18 city in that process and actually even compensate Best
19 Start Long Beach members with grocery cards for their
20 participation to inform that strategy because this was the
21 height of the pandemic as we were all shifting to this new
22 landscape. So I think that's one excellent example
23 because, you know, of course, we've done a lot of work
24 around providing hotspots, but we also know the digital
25 divide means we have to think long term about what a real

1 sustainable plan is and what that looks like even post to
2 this pandemic.

3 And I just to think to speak to your second
4 question around the cultural piece about -- you know, I
5 think there -- not only with our Cambodian population but
6 also in Central Long Beach, we have a large Filipino
7 population as well, Pacific Islander population. I think
8 it's an ongoing conversation, and there's definitely been
9 a lot of work that the different community partnership
10 organizers with our Best Start Central Long Beach team
11 continued to have, not just within the context of the
12 broader community, but also because our Best Start
13 partnership space is so multicultural where you have not
14 only the Latin X community, but also the Cambodian
15 community, our African American community coming together
16 to work towards this. And a big part of that is being
17 able to understand how we relate and how we can build
18 together.

19 So it's absolutely been an ongoing conversation
20 and I think that highlights one of the ways of this Best
21 Start work is really powerful in bringing different
22 communities who are living together to bridge and connect.

23 COMMISSIONER TAYLOR: What about Wilmington? Do
24 they have a digital divide issue too in Wilmington?

25 MS. BYERLY: Yes. And Maribelle is here from

1 Providence in Wilmington leading Best Start there, and she
2 can speak to that, too.

3 MS. AMAYA: Good afternoon, everyone. Thank you,
4 Commissioner Taylor, on that wonderful question.

5 I think in our case we were so fortunate that
6 through the leadership group we were able to conduct a
7 technology assessment. And right with the pandemic we
8 were, like, okay, how do we create the opportunities to
9 close the digital divide. That was the big inspiration to
10 creating the virtual partnership.

11 So we didn't stop. Like, literally, once the
12 pandemic hit, we used every form of technology. Text
13 messages. We figured out through the assessment that
14 everyone had phones, everyone had Facebook. So thank you
15 to all of the Best Start communities having access to
16 their Facebook pages. And we were like, okay, how do we
17 connect with the community. And we are able to launch a
18 virtual partnership that April of -- like, right away.
19 And we opened up the space to a lot of our public
20 officials to give updates and to share any immediate
21 community resources.

22 So that ability to still have the Best Start
23 structure come to life during a pandemic was very key in
24 continuing to share resources, continuing to communicate.

25 And also, too, we've noticed with community is,

1 you know, you have to give them credit that community
2 members are open minded to learning. Like, if you don't
3 create the experience for them, like, they're going to
4 jump in, and you're a lifelong learner. So even with a
5 lot of our partners, they were asking us, like, Maribelle,
6 how are you running meetings. Like, we totally went onto
7 Zoom and Microsoft Teams. So as we were also making that
8 leap and learning curve, we were inviting community to
9 join us.

10 Just like my colleague James said, like, access
11 to, you know, hot spots and appropriate equipment. So
12 very grateful to all of you for the, you know, quick shift
13 and the funding for CCF funds because that was very
14 pivotal in us imagining closing that technology divide and
15 adding to the Best Start structure so it could have
16 continuity. And to this day, we see that the virtual
17 partnership -- like, there was some community members that
18 were like, Maribelle, like, it's amazing we can still be a
19 part of Best Start and that that information can come to
20 us and that it's also coming in both languages, English
21 and Spanish. And we do look forward to seeing where else
22 it can grow. And it just -- we got a chance to get to
23 know families. And that was pivotal.

24 So I really appreciate that under these
25 circumstances we were able to continue programming.

1 COMMISSIONER ZEPEDA: Thank you. Any other
2 commissioners have questions? Comments? I'm not seeing
3 anything on my phone.

4 I -- I have -- let me ask a question about,
5 Maribelle, you mentioned that you did involve public
6 officials because I think that that's key for
7 sustainability. The State of California right now is
8 sitting on billions of dollar for early childhood, and
9 everybody's jockeying for position as to how to spend that
10 money. So I'm wondering if your group is -- because you
11 had talked about how you had advocated from the American
12 Rescue Plan and that some of that money is coming from the
13 American Rescue Plan, but some of it is left over from the
14 first Covid relief bill, whether you were engaged in that
15 conversation your elected officials.

16 MS. AMAYA: You know, definitely we're -- we're
17 still in communication. We actually want to provide
18 another civic engagement update for our June partnership
19 and offer that space so that community is aware and see
20 how we can support. So, definitely, you know, we do have
21 that consistent communication with our public officials
22 and do offer the Best Start space to be a space of
23 advocacy.

24 I don't know, Michelle, if you want to add
25 anymore.

1 MS. BYERLY: Yes. Speaking to the Recovery Act
2 and the ECE funding that was leveraged during this time.
3 In Long Beach specifically, I know this work has been
4 funded by First 5 previously, but there is a early
5 childhood education committee in the city. And being a
6 part of that as Best Start for the past few years. And
7 then our position in the community, we were able to be a
8 bridge for some of those funds to get to providers,
9 home-based providers. The Best Start Central Long Beach
10 grants were shifted into activity kids in the very
11 beginning of the pandemic. So there were different ways
12 where we leveraged that funding, and now we're currently
13 doing that advocacy.

14 There was advocacy around how the funds would be
15 allocated in the plan that came out in the city. And then
16 we also are able to utilize our connections there to
17 support other things happening on the county level. Our
18 contact in the city of Long Beach sits on the county board
19 for ECE. And so we have -- for a while we were talking
20 multiple times a week, but we have conversations ongoing
21 around what would support our families, what's going to
22 support the entire economy going back, specifically around
23 childcare. It's a credible piece of the recovery for all
24 of the economy. So how are we uplifting that.

25 And because we have these connections through

1 Best Start, then we're able to do that as a nonprofit
2 partnership also Long Beach Forward and elevating their
3 children and families role. And then in Wilmington having
4 access -- you know, their community partnership meetings,
5 it's one of the few places where community is gathering on
6 a regular basis. That's why the public officials are
7 drawn to that space because they can come and get updates
8 or connect directly with community in that space so we're
9 able to leverage that. And now it's in universal format,
10 and they're still moving those pieces forward and -- then
11 when we need those, you know, to make those phone calls or
12 have those conversations around advocacy, then we have
13 access to that.

14 And, James, I don't know if you want to -- or
15 Maribelle, have anything to add to that. Okay.

16 COMMISSIONER ZEPEDA: I just think it's
17 interesting because First 5, we have our own policy kind
18 of group, but the more that we can kind of coalesce around
19 -- have consensus around a certain bill or a certain
20 initiative from the broader public, I think that that's
21 important to really push the agenda, push the ball
22 forward.

23 And the issue of childcare right now is very big
24 in the federal plan. It's -- it's top of mind for
25 everybody. And how are we going to recover from this

1 pandemic if we don't have people that can care for our
2 children so people can go back to work. So it's a huge,
3 huge lift right now that we're looking at and we have to
4 think about that.

5 But I would -- I would urge you to connect with
6 your public officials. Public officials love to talk to
7 parents. Parents are our best advocacy and so I would
8 always urge parents to participate in these kinds of
9 interactions with -- with their elected officials because
10 that can really make a difference I think in a budget
11 going forward.

12 MS. GUTIERREZ: I just want to make a connection
13 point, too, that one of the initiatives that First 5 LA
14 has funding outside of Best Start is actually the Mayor's
15 Fund for Education. It's a strategic partnership and it's
16 for business partner cultivation in the city of Long
17 Beach. And the key focus of that has actually been
18 enrolling business advocates to also participate in this
19 type of advocacy to city officials and have been bringing
20 childcare really front and center in all of the economic
21 roundtable discussions happening in Long Beach. And
22 they're very connected and being informed also by Best
23 Start. So just wanted to make the connection point there.

24 COMMISSIONER ZEPEDA: I appreciate that. I don't
25 know if you all saw the editorial Sunday in the LA Times

1 about childcare. I don't ever think I saw an editorial in
2 the LA Times before about childcare. So as someone
3 earlier said, we are in a special moment right now with
4 the focus on the childcare issue, and we have to maximize
5 our efforts. So that's why I made that comment.

6 MR. SWAZO: If I may lift up one more piece of
7 that so I can contribute to that conversation about I
8 think -- you know, one of the pieces as we approach -- and
9 Christina and Carolina mentioned in the presentation was
10 really tying it this back to those identified community
11 needs. And one of the things that currently being voted
12 on as we speak in the participatory budgeting process in
13 Central Long Beach is that community members and leaders
14 have come together to say, we have a real need for more
15 childcare licenses in the city. So they've been able to
16 come together and they've worked on a proposal that's a
17 childcare incubator project which really exciting that
18 people are voting on in our partnership as we speak to
19 actually look at supporting and identifying cohort of
20 folks who want to be childcare providers get their
21 license. And that's a really great point for us to
22 leverage being part of this larger network and movement
23 around P5 to then, how do we leverage that with the
24 opportunities that are coming down with Covid relief with
25 what's being funded in the business sector.

1 So folks from the Mayor's Fund for Education,
2 Pacific Gateway, Krystal Stares, Nonprofit Partnership are
3 also in conversation to think about what's the best way
4 that we could collaborate together to leverage the
5 opportunity there that has actual community roots and
6 energy behind it. So just another example behind it.

7 COMMISSIONER ZEPEDA: That's great, James,
8 because licensing is a big barrier for a lot of people who
9 do not speak English. And I would urge you to send
10 feedback to the Department of Social Services who is
11 taking over all -- most of the early childhood programming
12 in the State of California to talk about that And how to
13 make licensing easier for non-English speaking or
14 limited-English speaking caregivers.

15 So that's my plug for the day.

16 MS. BYERLY: And I'll just jump on the soapbox
17 with you to also say that, when recovery funding comes
18 down, the business -- they don't support the business
19 models that our home providers are -- have. They don't
20 understand that. There's no access to the funds.

21 We have been spending the last three months
22 trying to get funds into the hands of childcare providers
23 with the barriers being presented by the funding itself.
24 And you know, the funds coming through the city. They're
25 trying to be flexible, but they aren't finding very many

1 ways. So it's very difficult for them to even spend the
2 time to get all of the things together to be able to have
3 access to funding so they don't close because we know we
4 need them in the community. And it starts with, you know,
5 language access potentially, but then how are they being
6 funded after that, and do the people giving the funding
7 out understand what needs there are and how they can best
8 meet those instead of creating more hoops to jump or just
9 asking them to be the same as a traditional business as we
10 understand it.

11 So that's where a lot of our advocacy has been
12 around recovery as well.

13 COMMISSIONER ZEPEDA: I'm pleased to hear that
14 because I've been thinking a lot about the licensing issue
15 right now in terms of trying to reboot the childcare
16 system because we're going -- what have we lost? About 50
17 percent of our capacity? So going forward we really need
18 to reboot the system and how do we quote/unquote
19 streamline it, make it more accessible to our
20 multilingual, multicultural providers. So that's a big
21 issue.

22 I see no more comments.

23 COMMISSIONER TAYLOR: Can I jump in here? On
24 this issue, we've got to think about mentoring of that
25 group as well and training and -- and also getting

1 resources to help them help the children learn at that
2 young age as well.

3 To the extent that you can I want to jump on what
4 Marlene is talking about, and that is we need to -- you
5 need to kind of talk to our people about what we're
6 advocating for to see if there's alignment to what you're
7 doing so that we build on that so it's not just one voice,
8 but many voices speaking to the same issue from different
9 -- different levels with different lenses. So that's
10 important so then maybe we can break through what I call
11 the bureaucratic barrier where the bureaucrats are the
12 entity doesn't really understand how it effects people at
13 the community level and translating that for them. And we
14 use a term proof of concept here, and part of that is
15 collecting data and things and modeling things so that you
16 can prove that what you're saying has the impact at the
17 community level. That will get them to move because we
18 have data, whether it be empirical or statistical data,
19 that the idea is that we can prove that this is a valid
20 change.

21 COMMISSIONER ZEPEDA: Thank you, Commissioner
22 Taylor.

23 If there are no other questions or comments, I
24 want to thank our presenters for their excellent
25 presentation. And I look forward to hearing more about

1 what you're doing as we move forward. So thank you very
2 much.

3 Now, Jamie, do we have any public comment on this
4 item?

5 THE SECRETARY: We have no public comment on this
6 item.

7 COMMISSIONER ZEPEDA: Any public comment on
8 anything that's not on the agenda?

9 THE SECRETARY: No, ma'am. There are no general
10 public comments either.

11 COMMISSIONER ZEPEDA: Okay. With that, I think
12 that concludes our meeting. And I appreciate all the time
13 and attention everybody's given to the meeting. And I
14 will see you next month at our next meeting.

15 Thank you so much.

16 (At 3:48 p.m. the meeting was concluded.)

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C E R T I F I C A T E

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

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

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

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

Attested to on this 4th day of May 2021.

DocuSigned by:
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DRAFT

FY 2021-22 BUDGET



Meeting of the Board of
Commissioners/PPC

May 27, 2021

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Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: May 27, 2021

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2021-22 BUDGET**

Members of the Commission,

We are pleased to present the budget for fiscal year (FY) 2021-2022. The proposed 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.

This budget is presented and approved by the Board at a time of ongoing change and challenge in the context of the COVID-19 pandemic. Throughout the proposed budget, Commissioners will see investments and strategies that reflect First 5 LA’s continued efforts to support staff, contractors and grantees, and young children and their families to navigate immediate and longer term implications of the pandemic. And, throughout the proposed budget the Board will see the team’s commitment to the three critical drivers of Strategic Plan implementation: focus and priority-setting, integration and alignment, and diversity, equity and inclusion.

The detail of the proposed budget is captured in Attachment A. Here, I want to lift up a number of critical aspects of the proposed budget that reflect First 5 LA’s evolution, our context and our enduring commitment - across all of our work - to our strategic direction, to our staff as “impact multipliers”, to sustainability, and to our values of collaboration, learning, integrity and diversity, equity and inclusion.

Working in new, more integrated and high impact ways. To meet this moment, First 5 LA is embracing new approaches to our work. An important example is our work planning and resource forecasting process, which has helped us identify and clarify each team’s work, assess the work against our strategic plan goals, identify opportunities for integration and prioritization, and connect internal operational processes, like contract renewals and budget development, to strategic plan implementation. The proposed budget for fiscal year 2021-22 is the product of the First 5 LA team leaning into new approaches to achieve greater impact. In this proposed budget I hope Commissioners will see:

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Kim Belshé

EXECUTIVE VICE PRESIDENT

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A PUBLIC ENTITY

- Tighter alignment of requested resources to the refined strategic plan and strategic priorities.
- More intentional alignment of work across the organization, such as the focus of communications to strategic goals.
- Recognition of the long-term and evolving nature of trust- and partnership- building, systems change and policy and advocacy; and, a corresponding multi-year outlook beyond the budget year.
- Explicit focus on the critical asset the First 5 LA team represents, with Center/Team/Office overviews providing richer information of Center/Team/Office functional responsibilities, staffing and priorities for the year ahead.
- More intentional incorporation of sustainability as a responsibility shared across the organization and as a strategy aligned to diverse contexts and opportunities.
- Discipline and adherence to our investment guidelines; such as, for example, honoring the expiration of contracts.
- Inclusion of diversity, equity and inclusion as both an organizational value and investment guideline that is embedded in where we focus, what we hope to achieve, and how we undertake our work together and alongside partners.
- Alignment of resources with the functions of First 5 LA's new organizational structure.

Advancing our clear strategic direction. The Strategic Plan provides the roadmap to guide our work as a systems change leader and funder, grounded in our values and investment guidelines. Consistent with the Strategic Plan's direction, staff recommend resources to support work aligned to the four strategic priority areas:

1. Strengthen public and community systems
2. Advance and build on community experience
3. Expand influence and impact with data
4. Optimize First 5 LA's operational effectiveness

The proposed budget for FY 2021-22 represents staff's best estimate of the financial and staff resources needed to advance the results for children and families and strategic priorities articulated in our Strategic Plan. As you'll see in the accompanying material, First 5 LA's work is evolving, informed by experience, learning and the dynamic context in which we work. Commissioners will note recommended continued funding of such anchor investments as family-strengthening home visiting and Best Start. And, you'll see newer work that is gaining traction and momentum, such as early identification and intervention/Help Me Grow-LA and African American Infant and Maternal Mortality (AAIMM) initiative, and work that is more developmental, such as strategies to strengthen the delivery of Family Child Care and Family, Friends and Neighbor Care. Requested resources reflected the developmental stage and strategic opportunities associated with each initiative.

Commissioners will also note recommended resources that reflect closer integration of First 5 LA's activities. Examples include tightening the focus of our kindergarten readiness assessment strategy on the Best Start geographic regions and our strategic communications efforts on clear systems change priorities. Importantly, Commissioners will continue to see 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.

Implementing our Strategic Plan, adapting to our context. For First 5 LA, the proposed budget is coming to the Board in the context of an enduring global pandemic with far-reaching implications for our staff, contracted partners and the children and families of LA County. And, it's occurring against the backdrop of continued senseless killings of people of color, police brutality and structural racism.

As a systems change leader and funder, First 5 LA has been attentive to the evolving and unprecedented context in which this budget has been developed. We have discussed with the Board this past year our recognition that addressing the COVID-19 pandemic and contributing to efforts to eradicate racial disparities and systemic inequities are not new, additive pieces to our work; rather, they represent the context in which we are doing work, and our strategic plan will guide our response. The recommended resources for FY 2021-22 speak directly to the opportunities we see for First 5 LA to adapt to our context and contribute to an LA County that is just, inclusive and equitable.

Aligning to First 5 LA's new organizational structure, focusing on key budget year priorities. The proposed budget is organized around the new structure announced in the fall of 2020. Appendix E provides an overview of each Center, Team and Office, along with the critical budget year priorities for each function that are foundational to our longer-term systems change goals. These two-page summaries provide a crisp presentation of the critical work ahead across the organization, the deployment of First 5 LA's human assets in furtherance of our goals, and points of integration across functional responsibilities.

Advancing sustainability of early childhood development priorities, of First 5s. Consistent with First 5 LA's investment guidelines, sustainability strategies are embedded within all of our work – a recognition by the board of the predicted and real decline in Proposition 10 revenue. First 5 LA's fiscal imperative requires that we bring a comprehensive approach to sustainability, including operating within our fiscal reality, pursuing new revenue and fund leveraging strategies, and maximizing opportunities to co-invest with partners.

Throughout the budget, you'll see evidence of First 5 LA's sustainability efforts. Examples include: deploying non-First 5 LA funding to support our early care and education quality and dual language learners initiatives; securing grant funding for ACES Aware; leveraging philanthropic funding to extend the reach of our built environment initiative, LINK; structuring contracts to incentivize sustainability efforts, such as an incremental yearly decrease of First 5 LA's support of Regional Network Grantees; entering into agreements with Medi-Cal managed care organizations to support funding of essential family-centered services, such as home visiting, and securing, analyzing and leveraging data to help inform and drive policy changes, such as public CalWORKS support for home visiting.

Living our values of diversity, equity and inclusion. First 5 LA's refined strategic plan provides a solid roadmap to guide our work as a systems change leader, grounded in our values and investment guidelines, including diversity, equity and inclusion (DEI). Consistent with Board direction, we're challenging ourselves in our Strategic Plan implementation to recognize racial disparities and inequities in the systems we seek to change, to dig into the root causes that contribute, and work to change the underlying policies, practices and public attitudes that we know hold these inequities in place.

Throughout the proposed budget, Commissioners will see how DEI is informing and focusing our work, such as seen in efforts to close racial disparities in home visiting, our evolving early care and education strategic focus on family child care and the centrality of DEI in First 5 LA's

more focused policy agenda. In addition, the proposed budget includes resources to support the organizational work underway to ensure we are living our DEI values in the workplace, both programmatic and operational.

Energizing advocacy across our work, diverse partners, the Network of First 5s. First 5 LA plays an increasingly important and visible role as a connector, convener and partner in local, county and state advocacy to priority young children and their families in policy and practice. The proposed budget recommends continued support of such critical advocacy investments as the Early Care and Education Coalition, the Association of First 5s, and our Sacramento and Washington, D.C.-based advocates. The budget also includes an additional year of support for the Early Care and Education Policy and Advocacy Fund, at a reduced level, and the Built Environment Policy and Advocacy Fund. As noted in the budget, resources are requested to undertake the initial work to establish an integrated Policy and Advocacy Fund aligned to the more holistic child and family goals outlined in the Strategic Plan.

First 5 LA staff as impact multipliers. We are careful stewards of First 5 LA’s resources and attentive to our evolving fiscal context. And, we recognize we are a resource rich organization – our programmatic funding, to be sure; and, importantly, each member of the First 5 LA team, the smart, strategic, energetic, mission-driven people I am proud to call my colleagues. The proposed budget recognizes our staff team as one of First 5 LA’s most significant investments in systems change and aligns operational expenditures with our new organizational structure and functionality required to successfully execute against our strategic plan.

The budget for FY 2021-22 includes a total budget request of approximately \$114.3 million as presented in the table below.

Budget Component	FY 2020-21 Budget		Proposed FY 2021-22 Budget	Variance
	Original	Revised		
Program				
<i>Center for Child & Family Impact Total</i>	84,377,000	87,757,000	77,525,000	(10,232,000)
<i>Offices Total</i>	10,101,000	9,471,000	10,060,000	589,000
<i>Other*</i>	828,000	828,000	-	(828,000)
<i>Total 2020-2028 Strategic Plan</i>	\$ 95,306,000	\$ 98,056,000	\$ 87,585,000	\$ (10,471,000)
<i>Legacy Investments</i>	3,153,000	3,233,200	3,219,000	(14,200)
<i>Emerging Opportunities</i>	3,000,000	215,000	1,500,000	1,285,000
Total Program	\$ 101,459,000	\$ 101,504,200	\$ 92,304,000	(9,200,200)
Operating (includes COE, OESL and Pgm Ops)	22,797,493	22,308,248	21,992,168	(316,080)
TOTAL BUDGET	\$ 124,256,493	\$ 123,812,448	\$ 114,296,168	\$ (9,516,280)

* Represents projects that expired in FY 20-21 or whose certain activities (not entire projects) were included in a different budget for FY 21-22

Finally, I’d like to close with my appreciation to Finance Department Director Raoul Ortega, Daisy Lopez and the Finance team for their collaborative budget development efforts with the Office of Equity, Strategy and Learning (OESL) team, Antoinette Andrews Bush and Kaya Tith. Informed by the OESL-facilitated work planning and resource forecasting process, the budget development process has reflected new approaches to advance a more focused, integrated and DEI-centered budget plan. In so doing, the First 5 LA team has been broadly engaged in work planning and budget development, which has elevated staff input and insights and yielded a more aligned set of recommended investments. In so doing, Finance, OESL and the First 5 LA

team broadly are modeling our values and advancing our systems change goals on behalf of young children and their families.



ATTACHMENT A:

FY 2021-22 BUDGET - HIGHLIGHTS

ATTACHMENT A: FY 2021-22 BUDGET – HIGHLIGHTS

The FY 2021-22 Budget represents resources that will support Year 2 implementation of the 2020-2028 Strategic Plan, which was approved by the Commission in November 2019. This budget is the culmination of internal collaboration across teams, alignment of program costs to our strategic direction and fiscal realities of declining tobacco tax revenues, and the continued evolution of First 5 LA as it fulfills its multiple roles as advocate, convener, funder, catalyst, communicator, and partner. The reduced level of spending, compared to prior year, reflects the progress undertaken to apply the drivers of strategic plan implementation – focus and prioritization, alignment and integration, and diversity, equity and inclusion – to our work. This has led to greater clarity around how to deploy and maximize First 5 LA’s human and fiscal resources strategically and in alignment with the evolution of First 5 LA, our fiscal reality, and the results we seek for children and families in Los Angeles County.

Proposed program and operating budget resources will be drawn from the Assigned category of the fund balance. At the time of budget approval, requested program resources will shift from the Assigned resource category to the Committed category and operating resources will shift from the Assigned resource category to the Unassigned.

This FY 2021-22 Budget Highlights document provides a general overview of budget requests at the Team/Office/Center level, specifically calling out investments that are new, large, high-profile, or Commission priorities. The document is organized into four sections as detailed in the outline below:

- I. Budget Overview
 - A. Budget Development Context
 - o Format and Approach to the FY 2021-22 Budget
 - B. Overall Budget Summary
 - C. Program Costs Summary
 - 1) 2020-2028 Strategic Plan
 - 1A. Center for Child & Family Impact
 - a. Family Supports Team
 - b. Communities Team
 - c. Early Care & Education Team
 - d. Health Systems Team
 - e. Center Support Team
 - 1B. Offices
 - f. Office of Government Affairs & Public Policy
 - g. Office of Communications
 - h. Office of Data for Action
 - 2) Legacy Investments
 - D. Internal Operations (Operating Budget)
- II. Revenue Assumptions
- III. Impact on Fund Balance
- IV. Administrative Cost Limit

It is important to note the distinction and inter-relationship between our Program Costs Summary, which represent our external work, and Internal Operations (Operating Budget), which represent our work to improve our workplace and operational effectiveness. Aligned with First 5 LA's adapted structure, the teams listed under Program Costs Summary above lead First 5 LA's external, systems change work. Teams such as those within the Center for Operational Excellence (e.g. Finance, Information Technology, Workplace Management, Contract Administration and Purchasing, and Human Resources and Talent Management) as well as the Executive Director's Office, and Office of Equity, Strategy, and Learning focus on First 5 LA's internal policies, processes, culture, and physical assets – all of which enable our external work. Proposed resources supporting the work of these teams are reflected in the Operating Budget.

Further detail on Program and Operating Budget requests by each team is provided in Attachments C and E. 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, as needed.

Key budget and supporting documents are organized as follows:

Attachment A: FY 2021-22 Budget – Highlights

Attachment B: Budget Summary - Programs

Attachment C: Program Budget Detail

Program Budget – Detail by Program

Attachment D: Operating

- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

Attachment E: Operating Budget Detail

- Center/Office/Team Cover Page
- Operating Budget – Summaries & Detail by Center/Office/Team

For Attachment C, program detail is organized in order of the FY 2021-22 Program Summary. For Attachment E, operating detail is organized within the Center by Team/Office.

I. BUDGET OVERVIEW

The FY 21-22 Budget framework is revised to align with the 2020-2028 Strategic Plan and First 5 LA's adapted organizational structure. The strategic plan pivots away from priority outcome areas toward a focus on four strategic priorities. Included in the attached materials is a Program Budget Summary that connects each FY 2021-22 project to a primary 2020-2028 Strategic Priority. The four Strategic Priorities are defined below:

Strengthen Public and Community Systems: Improve, integrate and expand family-centered systems of early prevention, intervention.

Advance and Build on Community Experience: Connect, maximize and coordinate public resources, local assets and relationships.

Expand Influence and Impact with Data: Expand the availability, use and power of data.

Optimize our Effectiveness: Heighten organizational performance to enhance our impact.

Specific program and operating costs are included in Attachments C and E.

A. BUDGET DEVELOPMENT CONTEXT

Format and Approach to the FY 2021-22 Budget

As we journey into year two of the strategic plan, the budget structure is evolving to further align with the 2020-2028 Strategic Plan structure. We do anticipate that this budget structure will continue to take shape next year and better represent resources that will support strategic plan implementation moving forward through FY 2027-28.

The purpose of the FY 2021-22 Budget is to set the context and provide a proposal for spending on Commission priorities. 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 2021-22 include: a work planning assessment of activities earmarked to end at the end in FY 2021-22 to ensure that activities that have completed their objectives are appropriately phased out and a continued emphasis in long-term sustainability.

Changes to the FY 2021-22 Budget:

1. Structural alignment of Program and Operating budgets to the FY 2020-2028 Strategic Plan and the Adapted Organizational Structure.
2. Adjustment to total number of authorized personnel, from 148 to 120.
3. Alignment and adherence to the \$116.2 million FY 21-22 spending limit outlined in the long-term plan approved by the Board last year.
4. Resources in support of work-related travel are included for the second-half of the fiscal year, based on the latest COVID-19 data, CDC and LAC DPH's guidance and Senior Leadership's guidance.
5. Twelve months of additional resources included in the operating budget to support the immediate telework needs of staff (mobile/internet stipend)

As an organization, we will continue to filter our investments through a diversity, equity and inclusion lens to ensure we are engaging and operating in a manner that is reflective and responsive to the needs of our communities. Additional funding changes are noted in the pages that follow.

B. OVERALL BUDGET SUMMARY

The total FY 2021-22 Budget is presented in a summary schedule in Attachment B. As shown in the following high-level table, the Budget totals \$114.3 million, a decrease of approximately \$9.5 million,

or 7.7% compared to the FY 2020-21 revised budget of \$123.8 million. Costs are estimated to decrease by 9.1% for programs and decrease by 1.4% for internal operations.

Budget Component	FY 2020-21 Budget		Proposed FY 2021-22 Budget	Variance
	Original	Revised		
Program				
1A. Center for Child & Family Impact Total	84,899,000	88,279,000	77,525,000	(10,754,000)
1B. Offices Total	9,579,000	8,949,000	10,060,000	1,111,000
Other*	828,000	828,000	-	(828,000)
Total 2020-2028 Strategic Plan	\$ 95,306,000	\$ 98,056,000	\$ 87,585,000	\$ (10,471,000)
Legacy Investments	3,153,000	3,233,200	3,219,000	(14,200)
Emerging Opportunities	3,000,000	215,000	1,500,000	1,285,000
Total Program	\$ 101,459,000	\$ 101,504,200	\$ 92,304,000	(9,200,200)
Operating (includes COE, OESL and Pgm Ops)	22,797,493	22,308,248	21,992,168	(316,080)
TOTAL BUDGET	\$ 124,256,493	\$ 123,812,448	\$ 114,296,168	\$ (9,516,280)

* Represents projects that expired in FY 20-21 or whose certain activities (not entire projects) were included in a different budget for FY 21-22

The FY 2021-22 Budget reflects a decline in spending across all areas, consistent with the decline of revenues and long-term strategic direction.

In addition, as noted in section A, the operating budget has been reorganized to align with the Adapted Organizational Structure implemented in November 2020 but not reflected in the budget resources or structure until FY 2021-22.

Funds to support evolving COVID-19 related needs have been built into both the program and operating cost areas.

C. PROGRAM COSTS SUMMARY

1. 2020-2028 STRATEGIC PLAN

The FY 2021-22 Budget reflects the structural alignment of the program budgets to the FY 2020-2028 Strategic Plan and the Adapted Organizational Structure. This has resulted in a lot of movement within the budget at a detailed-level with the movement of project budgets from one area to another, the consolidation and centralization of similar resources across the organization into single projects, and the organization of projects by overseeing Team/Office instead of initiative. As the budget is adaptive to the environment, we will continue to assess and further refine the structure, costs and activities in this fiscal year and future years to best align with the 2020-2028 Strategic Plan. A long-term emphasis on sustainability continues to undergird the investment decisions to advance results for children and families in our communities.

Costs reflected below are approximate, reflecting the best thinking to date regarding the potential needs as we move into the second year of the revised and refined Strategic Plan and find ourselves over one year into a global pandemic.

The 2020-2028 Strategic Plan programmatic costs are captured within two of the three organizational components, based on the Adapted Organizational Structure: The Center for Child & Family Impact and the Offices.

Budget Component	Revised FY 2020-21	Proposed FY 2021-22 Budget	Variance
Program			
<i>Center for Child & Family Impact</i>			
Family Supports	\$ 39,137,000	\$ 40,261,000	\$ 1,124,000
Communities	20,945,000	17,759,000	(3,186,000)
Early Care & Education Systems	21,810,000	12,964,000	(8,846,000)
Health Systems	5,725,000	5,846,000	121,000
Center Support**	662,000	695,000	33,000
<i>CCFI Total</i>	88,279,000	77,525,000	(10,754,000)
<i>Offices</i>			
Office of Government Affairs & Public Policy**	1,625,000	3,069,000	1,444,000
Office of Communications	5,363,000	4,614,000	(749,000)
Office of Data for Action**	1,961,000	2,377,000	416,000
<i>Offices Total</i>	8,949,000	10,060,000	1,111,000
<i>Other*</i>	828,000	-	(828,000)
Total 2020-2028 Strategic Plan	\$ 98,056,000	\$ 87,585,000	\$ (10,471,000)

* Represents projects that expired in FY 20-21 or whose certain activities (not entire projects) were included in a different budget for FY 21-22

1A. Center for Child & Family Impact

The functions previously organized in what was referred to as the Programs Division is now the Center for Child and Family Impact (CCFI), including: Family Supports, Communities, Early Care & Education Systems and Health Systems. CCFI also introduces a Center Support Team, a team whose work includes multi-sector and cross-cutting partnership-focused endeavors. More information is included below and in Attachment C.

Family Supports (\$40,261,000)

The Family Supports FY 2021-22 budget is largely comprised First 5 LA's continued investments in Welcome Baby and Select Home Visiting, which combined comprise a total of \$34.0 million of 84.7% of the total Family Supports budget.

Welcome Baby and Select Home Visiting (SHV) represent ongoing programs ("anchor investments") that the Commission confirmed as aligned to the values, guidelines and desired results outlined as part of the 2020-2028 revised Strategic Plan. These activities 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, are offered 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 18 participating providers' intensive Select Home Visitation Program (Healthy Families America and Parents as Teachers). 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 and to ensure families are matched to the program type that will best meet their needs.

As one of the largest investments, it is helpful to note that the First 5 LA funded home visiting programs continue to meet and exceed established objectives.

Additional project costs proposed for FY 2021-22 include resources to ensure the adherence to program fidelity by Welcome Baby and Select Home Visitation providers. It also includes funds to support the ongoing development, hosting and maintenance of the Welcome Baby and Select Home Visiting client tracking database, funds to support consultation and guidance in family strengthening strategies and, evaluation studies. This budget also includes \$100,000 in funding from First 5 California for a two-year cross-sector collaboration project intended to strengthen early childhood development and family support systems by embedding home visiting as a critical component.

The above represents some examples of the budgets and costs included within the FY 2021-22 Family Supports Team budget.

For further information and detail on the FY 2021-22 Family Supports Team program budget amounts and activities please refer to Attachment C.

Communities (\$17,759,000)

Of the proposed FY 2021-22 costs within the Communities Team budget, 83.9% or \$14.9 million is driven by the fourth-year implementation of the revised Best Start Regional and Local Networks structure (regional with local customization), endorsed by the First 5 LA Board of Commissioners in May 2017.

The five Regional Network grantees (RNGs) represent a network of partners that work together to fulfill achieve outcomes aligned with community priorities at regional and local levels. Examples of this work across the five RNG's includes capacity building and leadership development, community change work, systems change activities, network building as well as organizational capacity building support.

This team budget also includes funds to help establish a cross-sector learning structure and processes with partners engaged in capacity building work within the Best Start geographies, strengthen the capacity of nonprofit organizations actively participating within the local and regional Best Start networks, and resources support community-based organizations in developing and implementing effective, culturally competent built environment policy- and systems-change advocacy initiatives in the Best Start geographies.

In addition, over the next year staff will be exploring options to more intentionally connect our work to build up the RNGs and regional capacity of partners from our Best Start communities to other First 5

LA resources, including within the Center for Child and Family Impact and across the entire organization.

The above represents some examples of the budgets and costs included within the FY 2021-22 Communities Team budget.

For further information and detail on the FY 2021-22 Communities Team program budget amounts and activities please refer to Attachment C.

Early Care and Education (ECE) Systems (\$12,964,000)

FY 2021-22 resources will support several activities including Kindergarten Readiness Assessment (KRA), Quality Start Los Angeles (QSLA) and the final year of the ECE Policy Advocacy Fund (ECE PAF).

The largest single investment in this team's budget for FY 2021-22 is the continued work with existing school districts across LA County to promote the collection of Kindergarten Readiness Assessment (KRA) data using the Early Development Instrument (EDI) that can help inform and drive ECE policy, fiscal and systems change. In addition, a major goal in FY 21-22 will be strategy refinement – to determine if and how the KRA data supports the needs of the Best Start Communities. The outcome of this evaluation may impact future KRA funding needs.

The QSLA model, system infrastructure and proposed expansion is using funding from First 5 CA to support quality improvement services in local counties. This expansion will fund a more inclusive structure which will extend the quality improvement services to family, friend, and neighbor (FFN) care, family child care (FCC) and more home-based licensed child care providers without state funding. The work to improve the system also includes funding from First 5 California to design and pilot a Dual Language Learners Program in partnership with others, to meet the needs of dual language learners, through training and professional development opportunities for child care providers.

The ECE Policy Advocacy Fund is in its final year of funding. This project has supported the expansion of publicly funded quality early learning by partnering with key ECE advocacy organizations and funding convenings, learning and evaluation. Although funding for ECE PAF is ending June 30, 2022, an integrated Public Advocacy Fund is expected to launch by next fiscal year.

For further information and detail on the FY 2021-22 Early Care & Education Team program budget amounts and activities please refer to Attachment C.

Health Systems (\$5,846,000)

The Health Systems work in FY 2021-22 continues to promote and fund systems change activities across child and family serving systems related to maternal and child health, as well as early screening and intervention to mitigate impacts of trauma exposure and developmental, behavioral delays. In partnership with LA County Department of Public Health (LACDPH), this includes the implementation of the Help Me Grow model in LA County (HMG LA), costs include activities to implement and maintain the four core components of the model:

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 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: 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 identifying resource and referral and facilitating linkage to appropriate services and supports.

Key partnerships and pilots in support of HMG LA implementation is underway.

Another activity funded in FY 2021-22 includes discreet early identification and intervention First Connections activities such as care coordination as well as an evaluation of the care coordination activities to assess and share their impact on child health outcomes with interested external funders such as the Medi-Cal Managed Care Plans.

Additionally, First 5 LA will continue to invest in Trauma Informed Approaches through continued funding of a partnership with LA County Department of Health Services (DHS) to support their Strong, Healthy and Resilient Kids (SHARK) clinic to test multi-screen efforts (Adverse Childhood Experiences- ACEs as well as general development) and linkage to community services. First 5 LA will also continue to support key partners' expertise and leadership in trauma to ensure early childhood is prioritized. To reflect this supportive role, pooled funding is focused on working with partners to build their capacity and transform their system, practices, policies and culture to be more trauma-informed.

First 5 LA and LACDPH have also joined efforts to lead and invest in the African-American Infant and Maternal Mortality (AAIMM) project whose objective is to improve pregnancy, birth and infant outcomes, improve family wellbeing, and decrease health disparities among Black women of reproductive age countywide. This initiative is following a five-year action plan to reduce disparities by 30% at the end of that term.

For further information and detail on the FY 2021-22 Health Systems Team program budget amounts and activities please refer to Attachment C.

Center Support (\$695,000)

The Center Support Team is a new team whose work, responsibilities and resource needs are related to representing First 5 LA at multi-sector, cross-cutting tables where multiple early childhood issues are discussed, working with philanthropic and county partners, and supporting complex cross-cutting sustainability efforts and opportunities. The activities for FY 2021-22 include County Partnerships to address: prevention and early intervention, and economic & food security. Proposed resources and activities will also address: infrastructure support for sustainability and health planning, partnerships to improve care coordination for pregnant women, young children, and their families, the creation of sustainable financing and reimbursement mechanisms for healthcare-related investments, and cross-sector partnerships to network and collaborate on policy and systems change efforts.

For further information and detail on the FY 2021-22 Center Support Team program budget amounts and activities please refer to Attachment C.

1B. Offices

Offices under the new Adapted Organizational Structure centralize and support key functions reporting directly to the Executive Director, including: The Office of Communications, Office of Data for Action, and Office of Government Affairs & Public Policy, which largely replace the former Integration and Learning and Policy and Strategy Divisions and certain departments within those divisions. In addition, a new office, Office of Equity, Strategy, and Learning (OESL), is introduced to support one of our core values: Diversity, Equity and Inclusion. As OESL has not identified any programmatic resource needs for FY 2021-22, costs to support OESL's functions are included within the Internal Operations Budget (see section C for more information).

Office of Government Affairs & Public Policy (\$3,269,000)

Policy Change is one of the three key approaches to influencing broad systems change repeatedly highlighted throughout the 2020-2028 Strategic Plan. The leadership and strategic investments employed by the Office of Government Affairs & Public Policy (OGAPP) will have long-term effects for the organization and broader ECE systems.

FY 2021-22 investments in the OGAPP will focus on core government affairs, advocacy and public policy functions including: lobbying, lobbying compliance, articulating organization-wide public policy change priorities, First 5 Association activities and developing strong relationships with elected officials. Focused investments in advocacy and policy change priorities advances system sustainability goals through influencing state and federal budgets, administrative guidance and policy development. OGAPP centers equity as a central principle in assessing policy priorities and will also lead the policy development and prioritization process in consultation with staff across the organization.

Resources will also be used to develop and catalyze relationships and partnerships with cross-cutting external advocacy partners who collaborate with First 5 LA to advance public policy goals and Strategic Plan imperatives and strategically fund event sponsorships.

For further information and detail on the FY 2021-22 Office of Government Affairs & Public Policy program budget amounts and activities please refer to Attachment C.

Office of Communications (\$4,614,000)

To build public will and catalyze lasting and equitable change within systems that exist to serve young children and families, in FY 2021-22 the Office of Communications will develop marketing and communications strategies to elevate awareness and create urgency around issues and conditions that impact early childhood development. Changing norms, attitudes, behaviors and beliefs calls for engaging, educating, and influencing stakeholders. Communications strategies built in partnership with Center Teams and Offices, will engage decision-makers, including parents and caregivers, communities, and elected officials on early care and education, health

care delivery systems; and with the Office of Government Affairs and Public Policy to help drive policy and systems change. To help advance the organization's strategic goals and priority focus areas, with emphasis on "hard-to-reach" communities, the Office will provide branding expertise and communications technical assistance, to manage, advance and achieve organization-wide communications needs. Deployed tactics will include traditional advertising, utilizing First 5 LA digital platforms and outlets (website, social media), internal communications, and building a more robust capacity through direct investments to fund organizations and news outlets to report on early childhood development issues.

For further information and detail on the FY 2021-22 Office of Communications program budget amounts and activities please refer to Attachment C.

Office of Data for Action (\$2,377,000)

Resources in the Office of Data for Action will support the organization with measurement, evaluation and data-related endeavors. This budget includes costs and activities that focus on strategizing First 5 LA's prioritized data needs; establishing a data infrastructure to facilitate access to high quality data; supporting HIPAA compliance; developing an infrastructure for the effective delivery of technical assistance to staff across the organization; and leading data partnerships with partners such as the Children's Data Network, the Public Health Foundation Enterprise (PHFE) WIC, and the County of Los Angeles Chief Information Office to support First 5 LA's systems change efforts and provide data for the Impact Framework.

In addition, resources in FY 2021-22 will support the continued development and refinement of the Impact Framework as it seeks to short- and long-term system outcomes and identify indicators to measure and track organizational performance and culture. Funds will also be used to develop and submit First 5 LA's Annual Report of investments and accomplishments to First 5 CA, as well as funding a consultant to collect, analyze, report data and develop an LA County Data Brief to promote First 5 LA's accountability, future strategic refinements and future strategic investments.

For further information and detail on the FY 2021-22 Office of Data for Action program budget amounts and activities please refer to Attachment C.

1. 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 2 (two) legacy investments in FY 2020-21, both will continue into FY 2021-22

Baby Friendly Hospitals (\$40,000)

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 2019-20, due to COVID-19 the in-person designation visit from Baby Friendly

was delayed. The hospital requested a no-cost extension to FY 2020-21, however, due to the ongoing pandemic the in-person onsite visit could not be completed in FY 2020-21. As such, a no-cost extension is being requested for FY 2021-22 to complete this work. The additional time will allow for the hospital to complete the assessment process to be designated as a Baby Friendly Hospital.

Little by Little/One Step Ahead (\$3,179,000)

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 2021-22, the initiative expects to provide services to over 60,000 unique WIC participants throughout the County.

This investment with an original allocation of \$30 million is anticipated to fully expend the allocation through September 30, 2023.

D. INTERNAL OPERATIONS (OPERATING BUDGET)

Based on an analysis of historical spending and projected expenditures through June 2021, as well as anticipated needs for FY 2021-22, the budget includes approximately \$22.0 million for First 5 LA operating costs.

The \$22.0 million represents a decrease of approximately \$316,000 or 1.4% from the revised FY 2020-21 Budget, influenced primarily by decreases in Personnel Services, Operating Services and Professional Services.

OPERATING COST CATEGORY	FY 2020-21 Budget				Proposed	
	Original		Revised		FY 2021-22 Budget	
Personnel Services	\$ 17,804,695	78%	\$ 17,804,695	80%	\$ 17,404,106	79.1%
Operating Services	2,004,260	9%	1,853,610	8%	1,840,224	8.4%
Consultant Services	1,789,225	8%	1,772,225	8%	1,801,100	8.2%
Professional Services	484,718	2%	477,818	2%	468,623	2.1%
Travel Expenses	326,745	1%	40,550	0%	113,600	0.5%
Professional Development	387,850	2%	359,350	2%	364,515	1.7%
Total Operating Costs	\$ 22,797,493	100%	\$ 22,308,248	100%	\$ 21,992,168	100%

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

Attachments D and E provide additional detail on the operating budget requests, based on the November 2020 Adapted Organizational Structure.

Highlights and Assumptions:

The FY 2021-22 Budget reflects the revised level of authorized positions for the organization, from 148 to 120, in alignment to the Adapted Organizational Structure implemented in November 2020. One additional “floater” position is included in the Executive Director’s Office. This position is intended

to fill an identified “gap” in the organization, to be determined. Although there is no change to the chart of accounts structure, the individual operating budgets are presented in the related materials by Team/Office/Center in lieu of Department and in alignment with the Adapted Organizational Structure.

The following are highlights of the major spending categories:

Personnel Services

Approximately \$17.4 million, or 79.1%, of the total \$22.0 million in operating costs is for Personnel Services, which includes salaries and employee benefits. This represents a decrease of about \$400,000 or 2.2% compared to the revised FY 2020-21 personnel budget. As mentioned above, this overall decrease in personnel costs is primarily driven by the recent changes to staffing in alignment with the Adapted Organizational Structure and in response to the organization-wide effort to more closely align the budget with our fiscal realities. Additionally, although we have historically adjusted the total personnel costs to account for short and long-term vacancies throughout the year by way of an attrition and vacancy rate adjustment, due to the reduced staffing, all positions are budgeted full-time for a complete year. A complete schedule of authorized positions can be found in Attachment D.

Operating Expenses

General operating expenses comprise \$1.8 million, or 8.4% of the total operating costs. This is a net decrease of approximately \$13,000 influenced primarily by the reduction to staffing and corresponding costs, as well as the continued telework arrangement. The nearly \$34,000 reduction to Cell Phone & Mobile Devices is due to the changes in staffing in alignment with the Adapted Organizational Structure. This reduction, as well as others, are offset by increases to other line items but most notably a \$149,000 increase to Miscellaneous/Contingency which was increased to support any unanticipated onsite costs related to the ongoing COVID-19 pandemic, such as increased janitorial expenses, increased security, safety services and equipment and the like.

Consultant Services

The budget includes approximately \$1.8 million for Consultant Services, representing 8.2% of total operating costs and an increase of approximately \$29,000, or 1.6% compared to FY 2020-21. These services will be used for temporary, specialized IT staffing support, Morlin building management fees, building security, and talent leadership recruitment. Resources included in this cost category also support our ongoing diversity, equity and inclusion work as well as efforts to develop a learning infrastructure that facilitates ongoing reflection, adaptation, and refinement of the 2020-2028 Strategic Plan – both efforts being led by the Office of Equity, Strategy and Learning.

Professional Services

The budget includes approximately \$468,000 to support Professional Services, representing 2.1% of total operating costs and a \$9,000 or approximately 1.9% decrease in funding level compared to the revised FY 2020-21 budget. Resources will fund staff recruitment, legal fees, HIPAA-specific legal services, audit fees and miscellaneous bank charges.

Travel Expenses

Travel Expenses comprise 0.5% of the total operating costs at approximately \$114,000, representing an increase of \$73,000 or 180.1% compared to the revised funding for FY 2020-21 but a \$213,000

decrease compared to the original FY 20-21 budget. The original FY 20-21 budget only restricted travel for the first quarter of the fiscal year. Due to the ongoing pandemic, work-related travel was completely restricted in FY 20-21, and resources were adjusted accordingly at mid-year. For FY 2021-22, staff can budget and plan for the travel in the second half of the fiscal year.

Professional Development

Professional Development expenditures represent 1.4% of the total operating budget, at nearly \$365,000. This budget includes a roughly \$5,000 increase in spending, or 1.4%, compared to the revised resources proposed in FY 2020-21. Professional Development costs were assessed across the organization to adhere to an industry standard of 3.0% of salaries and were adjusted accordingly. The budgeted professional development funds included support equal-access staff training and Leadership Development opportunities through our Human Resources and Talent Management Team, as well as Team/Office-specific Professional Development needs. As First 5 LA continues to transition in response to new priorities and a gradual decline in revenue, these resources will be critical to ensure that staff is well equipped to perform the key job functions needed to advance the desired short and long-term outcomes.

II. REVENUE ASSUMPTIONS

As Proposition 10 revenue continues on a downward trend, First 5 LA will continue to maintain its efforts to explore alternative revenue generating sustainability strategies for the future as well as pursue opportunities to leverage funding from other organizations to support the work of the Commission. Examples of this progress includes: pass-through IMPACT dollars from First 5 California (F5CA), pass-through resources from F5CA to advance and support strategies related to the Dual Language Learners initiative, funding from F5CA to implement the Home Visiting Coordination (HVC) project, and partnerships with the Los Angeles County Office of Education to continue to support Early Care and Education efforts for a total of \$5,144,000 in FY 2021-22.

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 California Department of Tax and Fee Administration (CDTFA) 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 laws are amended to discourage smoking and overall fewer people take up smoking. Although the actual rate may vary, First 5 LA continues to adopt a cautious approach in the projection of future Proposition 10 tax and Proposition 56 backfill revenue for FY 2021-22, projected to be approximately \$67.1 million. Due to the insufficient information shared by the State related to Proposition 56 backfill calculations, First 5 LA has adjusted the State tax revenue downward by 2% over the past three years, for the purposes of our planning. As payments have been disbursed more consistently, and we have seen a 2-4% uptick in projected Proposition 10 revenues, First 5 LA is revising the internal downward adjustment to 1% effective FY 2021-22. Staff will continue to work with and engage other county Commissions and the State First 5 Association to closely monitor, evaluate and discuss adjustments or significant deviations from CDTFA projections that may directly impact revenue.

Other revenues include interest earnings, programmatic support grants and pass-through funds. Interest earnings, projected to yield approximately \$4.0 million in revenue for FY 2021-22, are projected using an estimated 1.2% return on anticipated cash balances.

First 5 LA will continue to explore and identify new public and private revenues that could support and advance our strategic goals, in alignment with our 2020-2028 Strategic Plan strategic priorities, which includes *optimiz(ing) our effectiveness* and addressing fiscal challenges by maximizing available revenue sources. Additional funding received throughout the year, both restricted and unrestricted, will be included and shared with the Board of Commissioner's when the FY 21-22 Mid-Year Revised Budget is presented for review and approval or in the next Long-Term Financial Plan update, as applicable.

III. IMPACT ON FUND BALANCE

It is important to note how the annual budget impacts First 5 LA's fund balance. 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 calculated at 50% of the projected annual fiscal year budget per Board approval in July 2020. Based on the approved policy limit, the FY 2021-22 Reserve is calculated at \$57.2 million, an amount that is also classified as unassigned for fund balance purposes.

Additionally, First 5 LA's continued emphasis on sustainability and alternative revenues will also have an impact on the fund balance. In FY 2021-22, the total budget of \$114.3 million is offset by just over \$5.1 million in external funds to support the work in the fiscal year. As such, the net demand on the First 5 LA fund balance is \$108.9 million.

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 2021-22 Budget do not exceed the remaining balance for these funding allocations, approval of the FY 2021-22 budget amounts for these initiatives will not commit additional dollars. The projected remaining allocation balances as of June 30, 2021 will be brought to the Commission for reaffirmation on June 10, 2021 in conjunction with the approval of the FY 2021-22 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 return to the assigned fund balance, which represents funds available for use within the parameters set by the Strategic Plan.

Balances for all fund balance categories will not be finalized until the completion of the FY 2020-21 year-end audit and Comprehensive Annual Financial Report (Annual Report). Fund balance updates will be provided in the updated Long-Term Financial Plan.

IV. ADMINISTRATIVE COST LIMIT

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

The definition of administrative cost accounts for 100% of the following departments' costs: Executive Director's Office, Center for Operational Excellence, Board of Commissioners, Work Place Management Team, Office of Communications, Contract Administration & Purchasing Team, Facilities Management, Finance Team, Human Resources and Talent Management Team, Information Technology Team and the Center for Child and Family Impact Support.

In addition to these costs, the existing definition includes salary and employee benefit (S&EB) costs for Directors and Administrative Assistants in the following programmatic Teams/Offices: Communities Team, Early Care & Education Team, Family Supports Team, Health Systems Team, Office of Data for Action, Office of Government Affairs and Public Policy.

This methodology, as reflected in the current Board-approved Administrative Cost Policy, represents a broad approach to the administrative limit calculation. For example, although the organization's Executive Director and Senior Leadership 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 D), the administrative cost for supporting First 5 LA programs is projected to be \$14.1 million, or 12.37% of the total budget. The increase from the previous year's revised 11.18% is due to the greater disparity between operational costs and programmatic expenditures proposed for FY 2021-22.



ATTACHMENT B:

FY 2021-22 BUDGET SUMMARY PROGRAMS

CENTER/TEAM/OFFICE	PROJECT NAME	STRATEGIC PRIORITY 1	STRATEGIC PRIORITY 2	STRATEGIC PRIORITY 3	STRATEGIC PRIORITY 4	FY 2020-21		FY 2021-22		VARIANCE	
						REVISED BUDGET	PROPOSED BUDGET	\$	\$	\$	%
2020-2028 STRATEGIC PLAN											
<i>Center for Child and Family Impact</i>											
FAMILY SUPPORTS	Welcome Baby Hospitals	X				\$ 21,730,000	\$ 22,406,000	\$ 676,000	3%		
	Select Home Visiting Programs	X				10,800,000	11,596,000	796,000	7%		
	Deb Daro Consultation	X				35,000	35,000	-	0%		
	Family Strengthening Oversight Entity	X				3,600,000	3,810,000	210,000	6%		
	F5CA Home Visiting Coordination Project	X				100,000	100,000	-	0%		
	Funding to Support Home Visiting Health Plan Partnerships	X				50,000	-	(50,000)	-100%		
	Home Visiting Staff Diversity/Retention Consultant	X				120,000	20,000	(100,000)	N/A		
	Home Visiting Sustainability Support in Health Systems					75,000	-	(75,000)	-100%		
	Home Visiting Sustainability Support in Mental Health Systems					50,000	-	(50,000)	-100%		
	LAC Perinatal and Early Childhood Home Visiting Consortium	X				265,000	265,000	-	0%		
	MAMA's Visits Home Visiting Program Training and T.A. Support	X				667,000	667,000	-	0%		
	Stronger Families Database	X				1,154,000	1,362,000	208,000	18%		
	Welcome Baby Impact Study	X				230,000	-	(230,000)	-100%		
	Abriendo Puertas Project Dulce					221,000	-	(221,000)	-100%		
	Family Engagement Learning Community Support					40,000	-	(40,000)	-100%		
Sub-total Family Supports					\$ 39,137,000	\$ 40,261,000	\$ 1,124,000	2.9%			
COMMUNITIES	Neighborhood Action Councils					\$ 450,000	-	\$(450,000)	-100%		
	Region 1: Central-East Regional Network	X				4,392,000	3,953,000	(439,000)	-10%		
	Region 2: SLA Regional Network	X				5,014,000	4,513,000	(501,000)	-10%		
	Region 3: SFV Regional Network	X				2,315,000	2,084,000	(231,000)	-10%		
	Region 4: Port Cities Regional Network	X				2,644,000	2,380,000	(264,000)	-10%		
	Region 5: AV Regional Network	X				2,180,000	1,962,000	(218,000)	-10%		
	Network Capacity Strengthening	X				725,000	542,000	(183,000)	-25%		
	Network Knowledge Development and Dissemination	X				105,000	305,000	305,000	N/A		
	Food Security					105,000	-	(105,000)	-100%		
	Link Advocates Government Family and Parks (Link)	X				300,000	150,000	(150,000)	-50%		
	Best Start Learning Agenda	X				540,000	540,000	-	0%		
	Built Environment Policy Advocacy Fund (BEPAF)	X				1,000,000	875,000	(125,000)	-13%		
	Capacity Strengthening Learning Consortium	X				400,000	380,000	(20,000)	-5%		
	Data Analysis, Learning and Dissemination	X				700,000	-	(700,000)	-100%		
	Long Beach Mayor's Fund for Education: Business Partner Cultivation	X					75,000	75,000		N/A	
Stakeholder Engagement and Leveraging					180,000	-	(180,000)	-100%			
Sub-total Communities					\$ 20,945,000	\$ 17,759,000	\$ (3,186,000)	-15.2%			
ECE	County Liaison Consultant/CFA Data	X				75,000	45,000	(30,000)	-40%		
	Early Childhood Education Credential Advocacy Project	X				362,000	-	(362,000)	-100%		
	ECE Policy Advocacy Fund	X				3,350,000	2,450,000	(900,000)	-27%		
	Educare Policy and Advocacy					300,000	-	(300,000)	-100%		
	Kindergarten Readiness Assessment			X		6,141,000	3,400,000	(2,741,000)	-45%		
	Provider Advisory Group	X				200,000	175,000	(25,000)	-13%		
	Dual Language Learner	X				1,888,000	1,000,000	(888,000)	-47%		
	QRIS Continuous Site Engagement					2,077,000	-	(2,077,000)	-100%		
	Quality Rating and Improvement System Evaluation	X				522,000	-	(522,000)	-100%		
	ECE Workforce Registry	X				650,000	550,000	(100,000)	-15%		
	Home-Based Child Care Strategy	X				200,000	300,000	100,000	50%		
	IMPACT 2020	X				2,760,000	1,944,000	(816,000)	-30%		
	QSLA Database					600,000	600,000	-	0%		
	VIVA Social Impact Partners	X			X	2,100,000	2,100,000	-	0%		
	Shared Services Support	X				400,000	400,000	-	0%		
Early Childhood Educator Competencies Curriculum Project					3,000	-	(3,000)	-100%			
Sub-total ECE					\$ 21,810,000	\$ 12,964,000	\$ (8,846,000)	-40.6%			

CENTER/TEAM/OFFICE	PROJECT NAME	STRATEGIC PRIORITY 1	STRATEGIC PRIORITY 2	STRATEGIC PRIORITY 3	STRATEGIC PRIORITY 4	FY 2020-21		FY 2021-22		VARIANCE	
						REVISED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET	\$	\$	%
HEALTH SYSTEMS	Help Me Grow	X				\$ 3,078,000	\$ 4,172,000	\$ 1,094,000		36%	
	First Connections	X				583,000	545,000	(38,000)		-7%	
	Early Identification and Intervention Evaluation	X				150,000	79,000	(71,000)		-47%	
	Trauma-Informed Approaches					514,000	-	(514,000)		-100%	
AAIMM Birth Outcomes and Disparities – Policy and Systems Change	X				1,400,000	1,050,000	(350,000)		-25%		
Sub-total Health Systems					\$ 5,725,000	\$ 5,846,000	\$ 121,000		2.1%		
CENTER SUPPORT	Bold Vision	X				\$ 150,000	\$ 150,000	-		0%	
	Center for Strategic Partnerships	X				25,000	25,000	25,000		N/A	
	County Partnership Fund	X				165,000	225,000	60,000		36%	
	Infrastructure Support for Sustainability and Health Planning	X			X	25,000	180,000	155,000		620%	
	Medi-Cal Administrative Activities Implementation Support	X				210,000	65,000	(145,000)		-69%	
	Southern California Grantmakers (SCG)	X				112,000	50,000	(62,000)		-55%	
Sub-total Center Support					\$ 662,000	\$ 695,000	\$ 33,000		5.0%		
Sub-Total: Center for Child and Family Impact					\$ 88,279,000	\$ 77,525,000	\$ (10,754,000)		-12.2%		
Office of Government Affairs & Public Policy											
OFFICE OF GOVERNMENT AFFAIRS & PUBLIC POLICY	Policy Advocacy Fund Technical Assistance Provider	X				\$ -	\$ 400,000	400,000		N/A	
	Conference Funding to Advance the Field of Early Childhood Development		X			-	150,000	150,000		N/A	
	Organization-wide Sponsorships to Build Partnerships and Public Will for First 5 LA's Results Areas				X	-	200,000	200,000		N/A	
	Organizational Memberships and Stakeholder Engagement Efforts	X				175,000	508,000	508,000		N/A	
	Federal Policy and Sustainability Advocate	X				440,000	100,000	(75,000)		-43%	
	State Policy and Sustainability Advocate	X				1,010,000	448,000	(8,000)		2%	
	Strategic Plan Advocacy Strategies	X				1,263,000	253,000	(8,000)		25%	
	Sub-Total: Office of Government Affairs & Public Policy					\$ 1,625,000	\$ 3,069,000	\$ 1,444,000		88.3%	
	Office of Communications										
	OFFICE OF COMMUNICATIONS	Strategic Communications	X				2,500,000	2,500,000	-		0%
Strategic Communications Partnerships		X				800,000	539,000	(261,000)		-33%	
Strategic Marketing			X			2,063,000	1,575,000	(488,000)		-24%	
Sub-Total: Office of Communications						\$ 5,363,000	\$ 4,614,000	\$ (749,000)		-14.0%	
Office of Data for Action											
OFFICE OF DATA FOR ACTION	Family and Community Engagement Best Practices					\$ 25,000	\$ -	(25,000)		-100%	
	Organization-wide Learning					14,000	-	(14,000)		-100%	
	Annual Reporting			X		-	74,000	74,000		N/A	
	Data Policies & Practices				X	25,000	150,000	125,000		500%	
	Data Requests				X	5,000	5,000	-		0%	
	Indicator Development					150,000	-	(150,000)		-100%	
	Children's Data Network (CDN)			X		850,000	850,000	-		0%	
	County Data Partnership			X		115,000	115,000	115,000		N/A	
	WIC Data Mining Research Partnership			X		547,000	384,000	(163,000)		-30%	
	Dissemination					20,000	-	(20,000)		-100%	
	Knowledge Management					25,000	-	(25,000)		-100%	
	Assisting and Supporting Staff with Information for Specialized Tasks				X	119,000	119,000	119,000		N/A	
	First 5 LA Data Strategy			X		100,000	250,000	150,000		150%	
Impact Framework			X		125,000	430,000	305,000		244%		
Capacity Building and Technical Assistance					75,000	-	(75,000)		-100%		
Sub-total Office of Data for Action					\$ 1,961,000	\$ 2,377,000	\$ 416,000		21.2%		

CENTER/TEAM/OFFICE	PROJECT NAME	STRATEGIC PRIORITY 1	STRATEGIC PRIORITY 2	STRATEGIC PRIORITY 3	STRATEGIC PRIORITY 4	FY 2020-21		FY 2021-22		VARIANCE	
						REVISED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET	\$	\$	%
Other - Projects Expired in FY 20-21 or Consolidated											
	Los Angeles Area Chamber of Commerce					\$	30,000	\$	-		0%
	Los Angeles Partnership for Early Childhood Investment						30,000		-		0%
	LA Funders Collaborative						25,000		-		-100%
	LA-N-Sync						25,000		-		-100%
	Sector Partnership Development						470,000		-		0%
	Grantmaking Memberships						41,000		-		0%
	Municipalities Engagement						130,000		-		0%
	Parent Advocacy and Engagement						77,000		-		0%
	Sub-total Other - Projects Expired in FY 20-21 or Consolidated					\$	828,000	\$	-	\$	-100.0%
	TOTAL 2020-2028 STRATEGIC PLAN					\$	98,056,000	\$	87,585,000	\$	(10,471,000)
LEGACY INVESTMENTS											
	Baby Friendly Hospitals				X		128,200	\$	40,000	\$	(88,200)
	Little by Little/One Step Ahead				X		3,105,000		3,179,000		74,000
	TOTAL LEGACY INVESTMENTS					\$	3,233,200	\$	3,219,000	\$	(14,200)
	Emerging Opportunities Fund						215,000		1,500,000		1,285,000
	TOTAL FIRST 5 LA PROGRAM BUDGET					\$	101,504,200	\$	92,304,000	\$	(9,200,200)
INTERNAL OPERATIONS											
	Administrative Costs						13,840,136	\$	14,135,548	\$	295,412
	Program Costs						8,468,112		7,856,620		(611,492)
	TOTAL INTERNAL OPERATIONS					\$	22,308,248	\$	21,992,168	\$	(316,080)
	TOTAL FIRST 5 LA BUDGET					\$	123,812,448	\$	114,296,168	\$	(9,516,280)
NON-F5LA PROPOSITION 10 REVENUES											
	F5CA Home Visiting Coordination Project							\$	100,000		
	F5CA Dual Language Learner								1,000,000		
	F5CA IMPACT								1,944,000		
	OSLA Expansion: IMPACT1										
	TOTAL NON-F5LA PROPOSITION 10 REVENUES							\$	3,044,000		
	TOTAL DEMAND ON F5LA RESOURCES							\$	111,252,168		

LEGEND
 STRATEGIC PRIORITY 1: Strengthen public & community systems
 STRATEGIC PRIORITY 2: Advance & build on community experience
 STRATEGIC PRIORITY 3: Expand influence & impact with data
 STRATEGIC PRIORITY 4: Optimize our effectiveness



ATTACHMENT C:

FY 2021-22 BUDGET PROGRAM DETAIL

CENTER FOR CHILD & FAMILY IMPACT

Family Supports Team

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Welcome Baby Hospitals	\$21,730,000		\$22,406,000		3.11%

Program Summary

Welcome Baby (WB) programs are an integral component of the 2020-2028 Strategic Plan, with support for Priority #1 (Strengthening Public and Community Systems) and Objective 1.1 of providing program and policy leadership to support development and expansion of a universal system of home visiting that builds upon the existing infrastructure.

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.

Spending Plan and Funding Methodology

In FY 21-22, program costs for 14 Welcome Baby providers are \$22,406,000. WB providers entered into a multi-year contract from FY 20-21 to FY 22-23 and projected expenditures for each of the three fiscal years.

The program budget of \$22,406,000 reflects an analysis based on budget amounts from previous fiscal years relative to actual expenditures. It was calculated that historically up to 85% of the programmatic funds are expended. The Program Budget for FY 21-22 takes this historical trend into account to provide a more accurate budget. As such, FY 21-22 program budget is anticipated to be less than the actual total contract amount but reflects the trend of anticipated expenditures.

The majority of contract expenses will be spent on personnel costs, with increases in expenses for supplies, mileage, and client materials.

The following were considered when developing the FY 21-22 estimate:

- Hospital birth rate county information from 2018 to inform personnel needs and estimated enrollment per site
- 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.

*FY 21-22 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures, based on previous year actuals. Contract amounts may be higher than budget amounts, due to unpredictable spending on a grantee level. Typical cost categories whose funding was not maximized include: personnel, materials and travel. Unexpected staff vacancies impact personnel costs and number of families enrolled, which causes subsequent lower spending in materials and travel. Though this can be projected at an initiative level, it is less predictable at a grantee-level.

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

Initiative

Investment Category

Home Visiting

2020-2028 Strategic Plan

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Select Home Visiting Programs	\$10,800,000		\$11,596,000		7.37%

Program Summary

Select Home Visiting (SHV) programs are an integral component of the 2020-2028 Strategic Plan, with support for Priority #1 (Strengthening Public and Community Systems) and Objective 1.1 of providing program and policy leadership to support development and expansion of a universal system of home visiting that builds upon the existing infrastructure.

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 95% of target children are linked to a medical/healthcare home.

Spending Plan and Funding Methodology

FY 21-22 is the eighth year of implementation for a total of 18 SHV providers. SHV grantees entered into a multi-year contract from FY 20-21 to FY 22-23 and projected expenditures for each of the three fiscal years.

Budgets were negotiated with grantees using data from the Stronger Families database to identify the number of active clients and the enrollment rate per provider. These data helped to estimate each provider's program needs, including costs for personnel, supplies, and mileage; this does not preclude enrollment improvements. The Program Budget for FY 21-22 takes this historical trend into account to provide a more accurate budget. As such, FY 21-22 program budget is anticipated to be less than the actual total contract amount but reflects the trend of anticipated expenditures.

Most contract expenses will be spent on personnel, ongoing operating expenses and on costs such as supplies and mileage associated with client enrollment. The contract amount in FY 21-22 is estimated to be \$11,596,000. The following factors were considered when developing the FY 21-22 estimate:

- a) historical spending patterns
- b) year-to-date expenditures in FY 20-21
- c) grantee spending projections for FY 21-22.

The estimated contracted amount of \$11,596,00 takes into account the historical expenditure rate of spending 90% of the SHV contracted budget amounts.

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

Initiative

Investment Category

Home Visiting

2020-2028 Strategic Plan

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Deb Daro Consultation	\$35,000		\$35,000		0.00%

Program Summary

A Procurement Exception Request was approved for Dr. Deb Daro in June 2015 to provide consultation about First 5 LA's home visiting activities. Dr. Daro's involvement and knowledge of the implementation of First 5 LA's family strengthening strategies and extensive home visiting expertise has provided a unique combination and added value that is not available elsewhere. Dr. Daro's contributions to date have been fundamental in informing evaluation study designs and measurement tools and techniques for First 5 LA's family strengthening investments. Staff have also benefitted from her guidance in ensuring quality assurance strategies through the Family Strengthening Oversight Entity and policy consultation.

Spending Plan and Funding Methodology

Dr. Deb Daro will provide consultation and support in the following areas:

- A) Assistance and guidance regarding ongoing quality assurance and improvement efforts (50 hours at \$128/hour);
- B) Guidance to policy development staff on strategic opportunities at the State and Federal level (50 hours at \$128/hour);
- C) Assistance to Family Supports Team on available system linkages for extending Welcome Baby reach and impact (25 hours at \$128/hour);
- C) Guidance to inform the development, implementation, and oversight of the Welcome Baby Virtual Study and other home visiting evaluation efforts (80 hours at \$128/hour); and
- D) Maintain regular contact with F5LA leadership and conduct onsite or virtual visits with staff and partners (25 hours at \$128/hour and travel costs for up to two in-person visits in Quarters 3 and 4).

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
F5CA Home Visiting Coordination Project	\$100,000		\$100,000		0.00%

Program Summary

First 5 California Home Visiting Coordination funds are a two-year grant specifically intended to catalyze coordination and collaboration to yield significant systems change, with a focus on shared learning and capacity-building, resource sharing. The funding is intended to help F5's across California create sustainable, unified systems that support families with home visiting services, and maximizes available funding to serve more families

Spending Plan and Funding Methodology

The First 5 California Home Visiting Coordination Project funds awarded by First 5 California are being utilized to strengthen early childhood development and family support systems by embedding home visiting as a critical component. The funds will support consultation efforts to strengthen cross-sector collaboration between key funders and technical assistance providers at the implementation level and improve integration efforts between the emerging Help Me Grow (HMG) system in LA County and home visiting agencies by building and strengthening referral pathways.

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Family Strengthening Oversight Entity	\$3,600,000		\$3,810,000		5.83%

Program Summary

The Family Strengthening Oversight Entity (FSOE) aligns with the 2020-2028 Strategic Plan given its support for Strategic Priority # 1, Strengthening Public and Community Systems and Objective 1.1 of providing program and policy leadership to support development and expansion of a universal system of home visiting that builds upon the existing infrastructure.

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 21-22 the Family Strengthening Oversight Entity (FSOE) will continue to provide support to fourteen (14) Welcome Baby and eighteen (18) 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 participates and supports in the coordination of the Department of Public Health Home Visiting Expansion efforts via planning, database development, and training.

Spending Plan & Methodology

In FY 21-22 the Family Strengthening Oversight Entity (FSOE) will:

- Coordinate and provide input to evaluation activities and study designs with First 5 LA Office for Data in Action, 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.
- Coordination and development of reports to support First 5 LA's pilot efforts with Managed Care Organizations

Requested resources are consistent with historical expenditures and anticipated need. The following were taken into account when developing the FY 21-22 estimate:

- Anticipated merit increase for personnel
- Inclusion of virtual trainings and meeting costs for Quarters 1 and 2
- Funding to provide technical assistance to grantees to support high performance and enhanced service delivery

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

Initiative

Investment Category

Home Visiting

2020-2028 Strategic Plan

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Home Visiting Staff Diversity/Retention Consultant			\$20,000		0.00%

Program Summary

Consulting support to address home visiting staff diversity and retention will help identify and share best practices for recruiting and maintaining diverse staff, as well as support/promote strategies that lead to modification of existing policies and procedures. This includes efforts to increase African-American staff and client enrollment to more effectively address existing disparities.

Spending Plan and Funding Methodology

The consultant will conduct the following activities:

- A) Conduct research and identify best practices, strategies and data within home visiting to promote an increase in staff diversity and client retention within different target populations and maintain regular contact with staff (65 hours at \$150/hour)
- B) Conduct up to two convenings with home visiting site leadership to educate and promote new strategies. These efforts support increased staff retention, which decrease high programmatic costs associated with new recruitment and training and promote equity strategies. (\$5,000 per convening, anticipated to be in-person for Quarters 3 and 4).

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
MAMA's Visits Home Visiting Program Training and T.A. Support	\$265,000		\$265,000		0.00%

Program Summary

The LA County Department of Health Services (DHS) expanded their MAMA’s Neighborhood program to include home visitation, and provides 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 continues to build their program infrastructure. This time-limited investment has provided DHS with the opportunity to build their program infrastructure to enhance program implementation in anticipation of a ramp-down of First 5 LA support by FY 21-22.

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 21-22 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)

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Stronger Families Database	\$667,000		\$667,000		0.00%

Program Summary

Welcome Baby and Select Home Visiting are critical components of the 2020-2028 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 21-22 the system will incorporate database changes, such as changes resulting from the Department of Public Health and Department of Social Services home visiting efforts, continued support of Tableau reporting and additional features requested by users. Ongoing efforts to support evaluation efforts that utilize the database will continue.

FY 21-22 funds will support the following areas:

DATABASE DEVELOPMENT (\$255,000)

The database will work to support transition of clients and staff between funding sources, as well as incorporate home visiting program model changes. Additionally, potential strategies may require additional development time to create or enhance existing functions or new modules. At \$200/hour and 1,440 hours, this is \$288,000.

PROGRAM DEVELOPMENT AND PROJECT MANAGEMENT (\$208,000)

For consultants and staff for development/management consultant and staff time, tester time, and data-sharing consultant time.

HOSTING (\$180,000)

The web hosting with NetChemistry to make the database available to program staff costs \$17,000/month.

LICENSES (\$24,000)

Tableau - annual license maintenance fee to run and maintain the Tableau server which allows grantees access to reports

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Welcome Baby Impact Study	\$1,154,170	\$1,362,000	18.00%

Program Summary

Expansion of home visiting is a key component of strengthening public and community systems outlined in First 5 LA's 2020-2028 Strategic Plan. The Board of Commissioners approved the Welcome Baby Impact Study (WBIS) to demonstrate impact in the local Best Start geographies as "proof of concept" to inform countywide system improvement efforts and build an evidence-base for the Welcome Baby Program. The COVID pandemic required a shift in the study to virtual visits; the Welcome Baby Virtual study will provide information to stakeholders, locally and nationally, about virtual visits within the Welcome Baby Program. The information will inform the program design in the long term as well as sustainability efforts. The goal for FY 21-22 is to complete enrollment of participants into the study and conduct the first and second wave of primary data collection to capture maternal and child experiences and outcomes.

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 20-21: obtainment of final Institutional Review Board (IRB) approvals, recruiting and enrolling participants for primary data collection, collecting and analyzing primary data for 5-7 week phone surveys, and project management. A breakdown of the tasks and anticipated dollar amounts are listed below. The majority of effort will be devoted to recruiting and enrolling study subjects and collecting and analyzing data.

Cost estimates are based on previous years' experience implementing the Welcome Baby Impact study and previous outcome studies.

- IRB approvals: \$26,000
- Recruit and Enroll Participants for Primary Data Collection: \$194,000
- Collect and Analyze Primary Data Collection: \$581,000
- Project Management: \$79,000
- WIC Collaboration and comparison group data: \$392,000
- Total: \$1,362,000

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

Initiative	Investment Category
Baby Friendly Hospitals	Legacy Investments

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Baby Friendly Hospital Project - Cycle 4	\$128,200		\$40,000		-68.79%

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 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 21-22. The end date for this project was June 31, 2020, however, due to COVID the in-person designation visit from Baby Friendly was delayed. The hospital may need an additional no-cost extension in the amount of \$40,000. The additional time will allow more time for the hospital to complete the assessment process to be designated as a Baby Friendly Hospital.

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

The estimated \$40,000 for FY 21-22 represents funding required to complete the final step of the Baby Friendly designation process, which is the on-site visit by Baby Friendly USA, which has been delayed due to COVID restrictions.

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

Program Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Little by Little/One Step Ahead Program	\$3,105,000	\$3,179,000	2.38%

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 21-22:

- 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 60,446 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 21-22 was determined based on contractor spending patterns in past years and the negotiated 39-month life of project contract estimates. In FY 21-22, the LBL program will provide services to an estimated total of 60,446 unique WIC participants for a total budget estimate of about \$3,179,000. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 21-22:

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: \$982,052
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: \$1,253,011.
3. Program Supplies- Program expenses are related to program materials and brochures. Total estimated expenses for supplies: \$625,799.
4. Operating and Administrative Costs- A total of \$121,361 is estimated for space, postage, travel, mileage, other related expenses.
5. Evaluation: A budget of \$24,025 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: \$173,164.

In November 2018 the board took action to extend the strategic partnership with PHFE-WIC (now Heluna Health) through June 30, 2023. This 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.

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

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

Communities Team

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Region 1: Central-East Regional Network	\$4,392,000		\$3,953,000		-9.99%

Program Summary

With approval of the 2020-2028 Strategic Plan, the First 5 LA Board of Commissioners reaffirmed a commitment to the Best Start Networks as foundational infrastructure to cultivate parent/caregiver and community actions aligned with First 5 LA’s priority results within the 14 Best Start geographies. FY 21-22 represents the fourth year of implementing the new structure for Best Start. The first two years focused on transitioning into the new structure, strengthening relationships, identifying community priorities, and developing a change agenda to guide actions that advance community priorities. Year 3 focused on continued refinement of the change agenda and to begin implementation of community efforts resulting in stronger networks, a better understanding of the social ecosystem and an ability adapt to changes in community conditions as presented with the challenges put forth by the COVID-19 pandemic.

The Best Start Region 1 (Central-East) Network includes Metro LA, Southeast LA, East LA and South El Monte/El Monte. In FY 22-23, the Region 1 Central-East Regional Network will strengthen the likelihood that movements focused on our long-term results and conditions of wellbeing will emerge.

Para los Ninos (PLN) serves as the Regional Network Grantee for Region 1. With First 5 LA’s support, PLN and its partners will work with parents/caregivers, community leaders, organizations and other allies to develop broader networks that attract and engage new partners from communities not currently or meaningfully engaged in the Best Start networks, influence stakeholders in the ecosystem to coalesce around prenatal to 5 work, implement actions within the communities’ change agendas that address root causes of the systemic issues impacting children and families, and build a structure within the Best Start geographies committed to cohering movements focused on population level results aligned with one or more of the First 5 LA’s long term results for children and families and additional conditions of wellbeing.

All engagement, including convenings, conducted by grantees and their subcontractors may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 21-22

- Regional functions: contract administration, coordination and/or provision 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.
- Local level functions: capacity building and leadership development, community change work and coordination and support costs.

MAJOR COST AREAS

The Region 1 Central-East Regional Network funding level estimate of \$3,952,800 for FY 21-22 was determined based on spending patterns anticipated in FY 21-22 and negotiated contract estimates. 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 following are the major programmatic and administrative cost categories and estimated annual amounts for FY 21-22:

- 1) Personnel- 5 staff positions will manage the various network components including organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, and fiscal and contract management. Total estimated expenses for personnel: \$185,720.
- 2) Contracted Services- an estimated 7 subcontractors to support and develop Region 1 capacity building around

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

multi-level coordination, resource mobilization, collective advocacy, data and evaluation. Total estimated expenses for subcontracts: \$195,600.

3) Operating and Administrative Costs- A total of \$35,980 is estimated for space, postage, telephone, printing, travel, mileage, supplies, other related expenses.

4) Indirect- 10% of total contract amount excluding subcontractors, equipment, and depreciation: \$91,000.

5) Local Network Costs- A total of \$3,444,700 is estimated for capacity building and leadership development, community change work, coordination and support costs for Metro LA, Southeast LA, East LA and South El Monte/El Monte.

Change from Prior Year (if >+-20%)
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Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Region 2: South LA Regional Network	\$5,014,000		\$4,513,000		-9.99%

Program Summary

With approval of the 2020-2028 Strategic Plan, the First 5 LA Board of Commissioners reaffirmed a commitment to the Best Start Networks as foundational infrastructure to cultivate parent/caregiver and community actions aligned with First 5 LA's priority results within the 14 Best Start geographies. FY 21-22 represents the fourth year of implementing the new structure for Best Start. The first two years focused on transitioning into the new structure, strengthening relationships, identifying community priorities, and developing a change agenda to guide actions that advance community priorities. Year 3 focused on continued refinement of the change agenda and to begin implementation of community efforts resulting in stronger networks, a better understanding of the social ecosystem and an ability adapt to changes in community conditions as presented with the challenges put forth by the COVID-19 pandemic.

The Best Start Region 2 (South LA) Network includes West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook. In FY 21-22, the Region 2 South LA Regional Network will continue to strengthen their ability to build and operate as a network, develop the ability to understand the social ecosystem, and become more adaptive to changes in community conditions.

Community Health Councils (CHC) serves as the Regional Network Grantee for Region 2. With First 5 LA's support, CHC and its partners will work with parents/caregivers, community leaders, organizations and other allies that attract and engage new partners from communities not currently or meaningfully engaged in the Best Start networks, influence stakeholders in the ecosystem to coalesce around a prenatal-5 work, implement actions within the communities' change agendas that address root causes of the systemic issues impacting children and families, and build a structure within the Best Start geographies committed to cohering movements focused on population level results aligned with one or more of the First 5 LA's long term results for children and families and additional conditions of wellbeing.

All engagement, including convenings, conducted by grantees and their subcontractors may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 21-22

- Regional functions: contract administration, coordination and/or provision 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.

- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

MAJOR COST AREAS

The Region 2 South LA Network funding level estimate of \$4,512,600 for FY 21-22 was determined based on spending patterns anticipated in FY 21-22 and negotiated contract estimates. 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 following are the major programmatic and administrative cost categories and estimated annual amounts for FY 21-22:

1) Personnel – 17 staff positions will manage the various network components including capacity building, regional learning, multi-level coordination, project management, strategic direction, research and evaluation, collective advocacy and resource mobilization. Total estimated expenses for personnel: \$989,594.

Initiative	Investment Category
<p>Supporting the Emergence of Movements</p> <p>2) Operating and Administrative Costs – A total of \$181,595 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses.</p> <p>3) Evaluation – A budget of \$9,000 is needed to continue evaluation efforts, including fees and data collection and analysis activities.</p> <p>4) Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$156,600.</p> <p>5) Local Network Costs – A total of \$1,970,044 is estimated for capacity building and leadership development, community change work, coordination and support costs for West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook.</p> <p>6) Contracted Services – an estimated 4 subcontractors to support and develop Region 2 capacity building, communications multi-level coordination, resource mobilization, collective advocacy, and financial auditing. Total estimated expenses for subcontracts: \$1,206,167.</p>	<p>2020-2028 Strategic Plan</p>
<p>Change from Prior Year (if >+-20%)</p>	

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Region 3: San Fernando Valley Regional Network	\$2,315,000		\$2,084,000		-9.97%

Program Summary

With approval of the 2020-2028 Strategic Plan, the First 5 LA Board of Commissioners reaffirmed a commitment to the Best Start Networks as foundational infrastructure to cultivate parent/caregiver and community actions aligned with First 5 LA’s priority results within the 14 Best Start geographies. FY 21-22 represents the fourth year of implementing the new structure for Best Start. The first two years focused on transitioning into the new structure, strengthening relationships, identifying community priorities, and developing a change agenda to guide actions that advance community priorities. Year 3 focused on continued refinement of the change agenda and to begin implementation of community efforts resulting in stronger networks, a better understanding of the social ecosystem and an ability adapt to changes in community conditions as presented with the challenges put forth by the COVID-19 pandemic.

The Best Start Region 3 (San Fernando Valley) Network includes Northeast Valley and Panorama City & Neighbors. In FY 21-22, the Region 3 San Fernando Valley Regional Network will continue to strengthen their ability to build and operate as a network, develop the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will continue to strengthen the likelihood that movements focused on our long-term results and conditions of well-being will emerge.

El Nido Family Centers (El Nido) serves as the Regional Network Grantee for Region 3. With First 5 LA’s support, El Nido and its partners will work with parents/caregivers, community leaders, organizations and other allies to develop broader networks that attract and engage new partners from communities not currently or meaningfully engaged in the Best Start networks, influence stakeholders in the ecosystem to coalesce around prenatal to 5 work, implement actions within the communities’ change agendas that address root causes of the systemic issues impacting children and families, and build a structure within the Best Start geographies committed to cohering movements focused on population level results aligned with one or more of First 5 LA’s long-term results for children and families and additional conditions of well-being.

All engagement, including convenings, conducted by grantees and their subcontractors may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 21-22

- Regional functions: contract administration, coordination and/or provision 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.

- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

MAJOR COST AREAS

The Region 3 Northeast San Fernando Valley Regional Network funding level estimate of \$2,083,500 was determined based on spending patterns anticipated in FY 21-22 and negotiated contract estimates. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Northeast Valley and Panorama City & Neighbors. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 21-22:

1) Personnel- 6 staff positions will manage the various network components including capacity building, regional learning, multi-level coordination, project management, strategic direction, research & evaluation, collective advocacy and resource mobilization. Total estimated expenses for personnel: \$224,747.

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

2) Operating and Administrative Costs- Operating and administrative costs include printing/copying, space, telephone, postage, supplies, and mileage and travel for employees. Total estimated expenses for operating and administrative costs: \$29,214.

3) Contracted Costs- Includes the cost for the financial audit. The total for this cost category is \$2,250.

4) Regional Network Expenses- These include General Liability Insurance, Office Equipment, Payroll Services, additional audit costs, translation, childcare, venue rentals, and food for meetings, and regional community change work. Total costs for this category: \$372,078.

5) Training Expenses- Training expenses include capacity building and training for Regional Network Grantee to help build skills and capabilities of the team supporting the work. Total training expenses: \$20,098.

6) Evaluation – Evaluation expenses are: \$13,500.

7) Indirect Costs- 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$32,400.

8) Local Network Costs- A total of \$1,389,713 is estimated for capacity building and leadership development, community change work, coordination and support costs for Panorama City & Neighbors and Northeast Valley.

Change from Prior Year (if >+-20%)
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Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Region 4: Port Cities Regional Network	\$2,644,000		\$2,380,000		-9.98%

Program Summary

With approval of the 2020-2028 Strategic Plan, the First 5 LA Board of Commissioners reaffirmed a commitment to the Best Start Networks as foundational infrastructure to cultivate parent/caregiver and community actions aligned with First 5 LA's priority results within the 14 Best Start geographies. FY 21-22 represents the fourth year of implementing the new structure for Best Start. The first two years focused on transitioning into the new structure, strengthening relationships, identifying community priorities, and developing a change agenda to guide actions that advance community priorities. Year 3 focused on continued refinement of the change agenda and to begin implementation of community efforts resulting in stronger networks, a better understanding of the social ecosystem and an ability adapt to changes in community conditions as presented with the challenges put forth by the COVID-19 pandemic.

The Best Start Region 4 (Port Cities) Network includes Central Long Beach and Wilmington. In FY 21-22, the Region 4 Port Cities Regional Network will continue to strengthen their ability to build and operate as a network, develop the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will continue to strengthen the likelihood that movements focused on our long-term results and conditions of well-being will emerge.

The Nonprofit Partnership (TNP) serves as the Regional Network Grantee for Region 4. With First 5 LA's support, TNP and its partners will work with parents/caregivers, community leaders, organizations and other allies to develop broader networks that attract and engage new partners from communities not currently or meaningfully engaged in the Best Start networks, influence stakeholders in the ecosystem to coalesce around prenatal to 5 work, implement actions within the communities' change agendas that address root causes of the systemic issues impacting children and families, and build a structure within the Best Start geographies committed to cohering movements focused on population level results aligned with one or more of the First 5 LA's long term results for children and families and additional conditions of wellbeing.

Due to TNP's role as a management support organization serving the South Bay, additional First 5 LA resources will support TNP's ability to provide capacity building support to the organizations within the Best Start partnerships. TNP's work in this area will leverage First 5 LA's Optimizing Organizational Capacity project.

All engagement, including convenings, conducted by grantees and their subcontractors may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 21-22

- Regional functions: contract administration, coordination and/or provision 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.

- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

MAJOR COST AREAS

The Region 4 Port Cities Network funding level estimate of \$2,379,600 for FY 21-22 was determined based on spending patterns anticipated in FY 21-22 and negotiated contract estimates. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Wilmington and Central Long Beach. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 21-22.

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

1) Personnel – 7 staff positions will manage the various network components including capacity building, regional learning, multi-level coordination, project management, strategic direction, research & evaluation, collective advocacy and resource mobilization. Total estimated expenses for personnel: \$382,605.40.

2) Contracted Services – an estimated 4 subcontractors to support and develop Region 2 capacity building, communications multi-level coordination, resource mobilization, collective advocacy, and financial auditing. Total estimated expenses for subcontracts: \$22,500.

3) Operating and Administrative Costs – A total of \$98,817.30 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses.

4) Evaluation – A budget of \$34,200 is needed to expand the role of evaluation efforts at the local and regional level, including fees and data collection and analysis activities.

5) Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$26,820.

6) Local Network Costs- A total of \$1,427,200 is estimated for capacity building and leadership development, community change work, coordination and support costs for Central Long Beach and Wilmington.

7) Regional Network Expenses- A budget of \$387,857.30 is needed for regional level network building, systems change activities as well as organizational capacity building support.

Change from Prior Year (if >+-20%)
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Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Region 5: Antelope Valley Regional Network	\$2,180,000		\$1,962,000		-10.00%

Program Summary

With approval of the 2020-2028 Strategic Plan, the First 5 LA Board of Commissioners reaffirmed a commitment to the Best Start Networks as foundational infrastructure to cultivate parent/caregiver and community actions aligned with First 5 LA’s priority results within the 14 Best Start geographies. FY 21-22 represents the fourth year of implementing the new structure for Best Start. The first two years focused on transitioning into the new structure, strengthening relationships, identifying community priorities, and developing a change agenda to guide actions that advance community priorities. Year 3 focused on continued refinement of the change agenda and to begin implementation of community efforts resulting in stronger networks, a better understanding of the social ecosystem and an ability adapt to changes in community conditions as presented with the challenges put forth by the COVID-19 pandemic.

The Best Start Region 5 (Antelope Valley) Network includes Lancaster and Palmdale. In FY 21-22, the Region 5 Antelope Valley Regional Network will continue to strengthen their ability to build and operate as a network, develop the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will continue to strengthen the likelihood that movements focused on our long-term results and conditions of well-being will emerge. Region 5 will also work to build greater alignment around vision and strategy among partners, mobilize resources, leverage networks, and shift policies and systems (e.g. Antelope Valley Resource Infusion project) to meet the needs of children and families in the region.

Children’s Bureau of Southern California (Children’s Bureau) serves as the Regional Network grantee for Region 5. With First 5 LA’s support, Children’s Bureau and its partners will work with parents/caregivers, community leaders, organizations and other allies to develop broader networks that attract and engage new partners from communities not currently or meaningfully engaged in the Best Start networks, influence stakeholders in the ecosystem to coalesce around prenatal to 5 work, implement actions within the communities’ change agendas that address root causes of the systemic issues impacting children and families, and build a structure within the Best Start geographies committed to cohering movements focused on population level results aligned with one or more of the First 5 LA’s long term results for children and families and additional conditions of wellbeing,

All engagement, including convenings, conducted by grantees and their subcontractors may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 21-22

- Regional functions: contract administration, coordination and/or provision 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.

- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

MAJOR COST AREAS

The total grant amount to support regional and local level roles and functions in Region 5 reflects 12 months of implementation supporting Lancaster and Palmdale. The FY 21-22 budget is \$1,962,000.

1) Personnel- 7 staff positions including a Program Manager, System Learning Coordinator, Community/Network facilitator, Program Specialist Coordinator, Logistics Specialist, Community Director, Sr Program Administrator. The total for this cost category is: \$377,590.

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

2) Contracted services- This budget line item covers the costs of providing trainings/consultation/ related to ensuring compliance to the work and ongoing staff development for Children's Bureau staff and partner. It is anticipated that Children's Bureau will bring on board several consultants that will work closely with agencies, community, and Children's Bureau. The total for this cost category is \$165,230.

3) Administrative and Operating Expenses- This cost category includes general and janitorial supplies, program supplies and materials, trainings, facility costs, equipment rentals, service contracts, equipment purchases, printing, postage, travel and staff mileage, communications, financial audit, and miscellaneous costs. The total cost for this cost category is \$70,000.

4) Indirect Costs- 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation. The total for this cost category is \$42,732.

5) Local Network Costs - A total of \$1,210,148 is estimated for capacity building and leadership development, community change work, coordination and support costs for Lancaster and Palmdale.

6) Delayed Regional and Local Efforts: \$96,300 to support activities in the FY 20-21 RNG contract that are projected to be moved into FY 21-22 due to unanticipated delays resulting from the COVID-19 pandemic.

Change from Prior Year (if >+-20%)
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Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Network Capacity Strengthening	\$725,000		\$542,000		-25.24%

Program Summary

In 2018, First 5 LA contracted with five organizations (referred to as Regional Network grantees or RNGs) to help expand and evolve the 14 Best Start community partnerships into local and regional networks of parents, residents, organizations and other stakeholders working together to address issues that affect children prenatal to age 5 in their community and to fully realize their contribution as important players in advancing and sustaining systems change. However, many of the nonprofits participating in the partnerships have shared the challenges they face in advancing policy and systems-level change due to limited resources and the complexity of the issues impacting children and families. Through Network Capacity Strengthening, First 5 LA seeks to strengthen the capacity of nonprofit organizations actively participating within the local and regional Best Start Networks. These projects seek to strengthen participating nonprofit organizations systems, structures, resources, relationships, and skills needed to fully realize their contribution as important players in advancing policy and systems change within the local and regional Best Start networks and the larger social ecosystem. The convenings, trainings, technical assistance, and coaching may be conducted virtually based on public health guidance.

This program includes two projects: Optimizing Organizational Capacity (OOC) and Communities of Practice (CoP). The purpose of the OOC is to strengthen the capacity of nonprofit organizations actively participating within each of the 14 Best Start community geographies to more effectively influence policy and systems level change within the local and regional Best Start networks. To this end, this project seeks to strengthen participating nonprofit organizations systems, structures, resources, relationships, and skills needed to fully realize their contribution as important players in advancing systems change within the local and regional Best Start networks and the larger social ecosystem.

The CoP is to create a space for RNGs to deepen partnerships, provide updates, share practices, and create a sense of community that inspires ongoing reflection, adaptation, and practice improvements.

Spending Plan and Funding Methodology

Network Capacity Strengthening has two projects included for FY21-22, which total \$542,300. Estimated expenditures include:

1. Optimizing Organizational Capacity Strengthening: \$367,300 (rounded to the 367,000 for budget system)

Estimated expenditures of \$367,300 represents 12 months of implementation based on contract with the Center for Nonprofit Management. It is anticipated that 5 - 10 nonprofit organizations from each of the 14 Best Start partnerships will participate, for a total of up to 140 participants. Total project is based on current contract funding. Projected expenditures support the following functions:

- a) Co-designing a capacity strengthening approach and plan – in coordination with First 5 LA and the RNGs – based on an assessment of the capacity strengthening needs of nonprofit organizations in the Best Start partnerships.
- b) Coordinating and convening of project participants and implement peer-to-peer learning exchanges and increase collaboration.
- c) Providing training, technical assistance, and coaching to nonprofit organizations actively participating within the local and regional Best Start networks.
- d) Serving as the project's evaluation and learning coordinator by collecting data and learning sessions on an as needed basis with First 5 LA, RNGs, and other identified partners, and compiling lessons learned from working with project participants.
- e) Share learnings and insights with First 5 LA staff, leadership and board as appropriate and strengthen relationships with other capacity builders and funders to explore leveraging opportunities to support the nonprofit sector within our Best Start regions.

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

2. Communities of Practice: \$175,000

Estimated expenditures represent 12 months of implementation based on contractor selected in FY19-20 to plan, facilitate, and continuously improve Communities of Practice (CoP) between the Best Start Regional Network Grantees (RNGs) and First 5 LA (approximately 45 participants). Projected expenditures support planning for and facilitating up to 10 meetings (approximately 4 hours each), two 2-day retreats, and up to 6 web-based sessions per year. Expenditures also cover logistics for all CoP sessions, participant interviews, learning documentation and report writing. Total estimated expenditures for Communities of Practice: \$175,000.

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

\$150,000 decrease for FY 21-22 realized from the FY 20-21 COVID response grant to support the Center for Nonprofit Management and The Nonprofit Partnership (subcontractor) to address the immediate capacity building needs of nonprofits within the Best Start geographies that are being exacerbated by the COVID-19 pandemic.

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Network Knowledge Development and Dissemination			\$305,000		0.00%

Program Summary

This program area provides resources to support data, learning and dissemination activities to support work as it unfolds in the Best Start geographies. This program area supports the new and continued engagement and convening of diverse stakeholders at the local and regional levels to integrate and leverage efforts within Best Start geographies. All engagement, including convenings, may be adapted to virtual platforms to align with public health guidelines.

This program includes two projects for FY 21-22: Advancement Project California (APCA) and Learning Dialogues.

The APCA project is to guide staff and community reflection and discussion about the state of Best Start communities and the focus of our collective policy and systems change efforts. This information builds from First 5 LA's Impact Framework, particularly as it relates to the Communities Outcome.

The Learning Dialogues are a space for convening and organizing stakeholders within each Best Start region to generate collective understanding of: a) the stories behind baseline data from First 5 LA's Impact Framework, Early Development Index (EDI), Advancement Project's Best Start data, and other public systems' data relevant to First 5 LA and community priorities; and b) the experiences of families, communities, public agencies and others where baseline data does not exist.

Spending Plan and Funding Methodology

Network Knowledge Development and Dissemination has two projects included for FY21-22, which total \$385,000. Estimated expenditures include:

1. Advancement Project California (APCA): \$225,000

Total estimated cost for FY 21-22 is \$225,000. Estimated expenditures include:

Advancement Project: \$225,000 covers current Strategic Partnership with the Advancement Project, approved by the Board in April 2019 including co-designing with First 5 LA staff, providing data and analysis of indicators and the data infrastructure, collecting and analyzing data pertinent to First 5 LA COVID-10 rapid response.

2. Learning Dialogues: (\$80,000): Based on historical expenditures, and experience with similar activities, costs include resources to support local and regional level convenings with decision-makers, other funders, and cross-sector leaders = \$80,000. (Approximately 2-3 per region and up to 5 cross-regionally). The Learning Dialogues may be conducted virtually based on public health guidance.

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

Initiative	Investment Category
Field Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Link Advocates Governments Families and Parks (LINK)	\$300,000		\$150,000		-50.00%

Program Summary

In 2016, Los Angeles County voters passed Measure A, a permanent parcel tax that will raise over \$80 million a year for parks and open space in LA County. In response to this large amount of funding, the Los Angeles Funders' Collaborative, comprised of 12 funders including First 5 LA, commissioned the "Measures Matter" report written by the University of Southern California Program for Environmental and Regional Equity (USC PERE). The purpose of the report is to articulate strategies for how newly approved measures can be equitably implemented across Los Angeles County. The report identified a key barrier to expanding open space in low-income neighborhoods as a lack of capacity amongst government agencies and CBO's as well as a lack of inclusion of residents in the decision-making process. This results in resource distribution to wealthier areas rather than the places that most need it. The Los Angeles Funders' Collaborative sought ways to mobilize around this issue to ensure that historically underinvested communities would receive their fair share of resources from Measures A.

First 5 LA has been working in collaboration with other partners from the LA Funders Collaborative to design and implement Link, a two-year pilot project which focuses on creating partnerships between parents, residents, municipal governments, and experts in park development to develop and then mobilize around a comprehensive park/open space plan that would be the basis for applying for Measure A funding. The program has three main goals: Build capacity in under-invested communities to leverage funding, ensure that parents and residents have a voice in decision-making and that the funding meets the needs of children and families, and to partner with the Los Angeles County Regional Parks and Open Space District (RPOSD) to integrate Link into the Technical Assistance Program (TAP) program for Measure A.

\$150,000 for FY 21-22 will represent a one-year extension of this project to leverage philanthropic contributions to pilot up to two more Best Start regions.

In September 2019, the First 5 LA Board of Commissioners approved a strategic partnership with Resources Legacy Fund to manage a pooled fund that includes resources from First 5 LA, Resources Legacy Fund, The Rosalinde and Arthur Gilbert Foundation, and leverages resources from Enterprise Community Partners. Resources from the pooled fund were originally designed to support two municipal districts within Best Start geographies. Currently, Link supports 3 Best Start communities: Panorama City, El Monte, and Southeast LA (Cities of Cudahy and Maywood). UCLA Luskin Center has also been contracted to provide evaluation and learning support for Link.

All engagement, including convenings, conducted by Link grantees may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

The First 5 LA Board of Commissioners approved a total contribution of \$600,000 over two years (FY 19-20 and FY 20-21) to the Link pooled fund. The first \$300,000 was disbursed to the pooled fund in FY 19-20. In FY 20-21, the second disbursement of \$300,000 was added to the pooled fund. First 5 LA's funds have leveraged an additional \$200,000 from the Resources Legacy Fund and \$100,000 from the Rosalinde and Arthur Gilbert Foundation. The \$150,000 for FY 21-22 will represent a one-year extension of this project to leverage philanthropic contributions to pilot up to two more Best Start regions. While the second disbursement of \$300,000 was issued in FY 20-21, the current contract with Resources Legacy Fund goes through October 2021; and the \$150,000 for FY 21-22 will represent a one-year extension of this project to leverage philanthropic contributions to pilot up to two more Best Start regions.

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

The first \$300,000 was disbursed to the pooled fund in FY 19-20. In FY 20-21, the second disbursement of \$300,000 was added to the pooled fund. While the second disbursement of \$300,000 was issued in FY 20-21, the current contract with Resources Legacy Fund goes through October 2021 and therefore there is zero budget implications for FY 21-22.

Initiative	Investment Category
Field Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Best Start Learning Agenda	\$540,000		\$540,000		0.00%

Program Summary

Since 2010, First 5 LA has worked to strengthen community leadership and infrastructure in 14 communities in Los Angeles County through Best Start, an approach that emphasizes the critical role of “place” and its impact on a child’s development. The purpose of the Best Start initiative is to cultivate strong collaborative efforts among parents, residents, organizations, and key leaders (i.e. Best Start networks) so that, together, they are a powerful catalyst for systems changes that achieve and sustain positive outcomes for children and families in their communities.

Through the Best Start Learning Agenda (BSLA), First 5 LA sees an opportunity to learn together with our grantees, contractors, and communities, and establish proof of concept to inform county-wide systems improvement strategies. The BSLA learning efforts will deepen First 5 LA’s and its partners’ understanding of how community-led systems change emerges through stronger networks, and how community-led efforts support movement building that shifts mental models, policies, and practices that create better “places”—structures, systems, and environments—for young children and families.

To support the refinement and implementation of the BSLA, First 5 LA is hiring a contractor to serve as a strategic thought partner, primary architect and implementor of the Best Start Learning Agenda. The approach is expected to leverage existing research and learning efforts and strengthen First LA’s learning alongside our partners, grantees, contractors, and community members. The Office of Data for Action, and the Office for Equity, Strategy and Learning collaborated with the Communities Team to develop the solicitation of the Best Start Learning Agenda Research Team (hereafter BSLA Research Team).

Resources support data gathering and analysis of multiple primary and secondary data sources including interviews and grantee reports across investments in order to inform learning for ongoing improvement, communicate progress and increase accountability. Resources also support data dissemination and reports on emergent learnings to strengthen the evidence base and support for community-driven investments and strategies that improve results for children and families.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 21-22:

- 1) Planning, Design and Project Management (\$190K): This includes initial onboarding activities, including document review, planning and design. This amount assumes approximately 1300 hours at a rate of \$150 per hour to perform activities related to managing the BSLA design and implementation.
- 2) BSLA Research Activities (\$330K): This includes the creation of engagement structures, refining learning questions, and creating research plan, including the development of instruments and summary documents. This amount is based on F5LA’s prior experience with similar activities.
- 3) As a reference, the amount budgeted reflects roughly 65% of annual costs associated with the Best Start Developmental Evaluation (DE) conducted from December 2013 through June 2015. The 65% represents activities in the DE project that are similar to those projected for the BSLA. Activities include but are not limited to network analysis, primary data collection (e.g. focus groups, surveys, interviews), sensemaking and learning briefs, technical assistance to grantees as needed; region and/or community-specific case studies, publications and presentations.
- 4) BSLA Convenings (\$20K): The amount budgeted is for costs associated with executing convenings associated with the BSLA. We anticipate hosting convenings for multiple audiences including (a) CD grantees and contractors, (b) members of the Best Start Networks and Regions and (c) others in the field doing place- based, systems change work.

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

This program was previously with the Department of Measurement, Learning and Evaluation and with the recent organization-wide changes it has been transitioned to the Communities Team.

Initiative	Investment Category
Field Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Built Environment Policy Advocacy Fund (BEPAF)	\$1,000,000		\$875,000		-12.50%

Program Summary

The Built Environment Policy Advocacy Fund (BEPAF) is a multi-cycle grant program implemented through an Intermediary model, building on lessons learned from First 5 LA's Early Care and Education Policy Advocacy Fund. The goal of BEPAF is to maximize policy- and systems-change advocacy strategies to improve children and families' access to: 1) high-quality parks, open space, and recreation facilities; 2) safe and reliable transportation/opportunities for mobility; and 3) food security. BEPAF advances this goal supporting community-based organizations to develop and implement effective, culturally competent built environment policy- and systems-change advocacy initiatives in the Best Start geographies.

Currently, First 5 LA invests in three separate Policy Advocacy Funds across three different teams – Built Environment in Communities, Early Learning in ECE, and Child Health in the Office of Government Affairs and Public Policy. These projects have been aligned to all conclude at the end of FY 21-22.

Moving forward, to support more integrated policy development and advocacy work aligned with the more holistic child and family public policy goals outlined in the Strategic Plan, First 5 LA will develop a plan to establish an integrated Policy Advocacy Fund housed within the Office of Government Affairs and Public Policy. The integrated fund will be co-developed and implemented in partnership with teams across First 5 LA, and support policy change activities aligned with First 5 LA's Board-approved Policy Agenda and rules governing public agency advocacy activities.

Prevention Institute, a national non-profit with experience in the built environment and policy advocacy, serves as the intermediary for BEPAF. Prevention Institute is responsible for planning, administering, and managing, and evaluating all components of the grant program. In FY 21-22, BEPAF will support the following:

- 1) Policy Advocacy Implementation Grants: Up to 5 grants of \$75,000 – \$100,000 each (up to \$550,000 total) to support built environment advocacy organizations that are uniquely positioned to accelerate countywide or regional efforts that advance the BEPAF focus areas. These grants are intended to support responsive and highly impactful policy advocacy and systems change efforts including coalition-building, community organizing, policy advocacy, and other activities that will improve the lives of young children and their families in LA County, and particularly in Best Start communities.
- 2) Policy Advocacy Incubation Grants: Up to 2 grants of \$40,000-\$50,000 each (up to \$90,000 total) to strengthen the built environment policy advocacy capacity of organizations that are working directly with parents and community residents in Best Start communities.
- 3) Strategic Response Grants: Funding designed to fulfill two purposes: 1) address unexpected built environment advocacy opportunities and/or quickly shifting contexts (e.g.COVID-19) through existing BEPAF grantees; and 2) technical assistance, and potentially smaller levels of financial support., to organizations in geographies (e.g. Antelope Valley) that need specialized support to be eligible for Incubation and Implementation grants.

All engagement, including convenings, conducted by the Prevention Institute and BEPAF grantees may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

Prevention Institute's total projected contract amount is \$875,000 for FY 20-21 which reflects 12 months of BEPAF implementation. It includes additional resources for the BEPAF Strategic Response Fund based on lessons learned during first round of the BEPAF grantee selection process and the COVID-19 pandemic.

MAJOR COST CATEGORIES

- 1) Policy Advocacy Grants- Up to \$550,000 of the total budget is allocated for two BEPAF grant categories: Policy

Initiative	Investment Category
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Field Building	2020-2028 Strategic Plan
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Advocacy Incubation Grants (between \$25,000 - \$50,000 each); Policy Advocacy Implementation Grants (between \$75,000 - \$100,000 each);

2) Administrative and Operating Expenses- Grant administration costs, coordinating and convening of grantees, and technical assistance to Incubation and Implementation grantee cohorts. Total estimated cost is \$249,758. Administrative expenses also include additional technical assistance to community-based organizations for built environment policy- and systems-change advocacy in underinvested Best Start areas, like Antelope Valley.

3) Evaluation and Learning Expenses- estimated at \$75,000.

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

Initiative	Investment Category
Field Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Capacity Strengthening Learning Consortium	\$400,000		\$380,000		-5.00%

Program Summary

FY 21-22 represents year two of this three year project to help establish a cross-sector learning structure and processes partners engaged in capacity building work. Current partners represent a diverse cross-section of community-based organizations, services providers, public agencies, 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. Resources for this program area are committed through a contract with Community Partners to accomplish three main objectives:

- 1) Design and continuously improve a peer learning structure and processes that facilitate learning, relationship building, and ongoing capacity building and technical assistance among partners engaged in capacity building efforts.
- 2) Capture, document and share learning that will inform First 5 LA's and partner's respective and collective work.
- 3) Inform and strengthen First 5 LA's efforts to build relationships with other funders and partners to increase resources and systems changes that improve communities for families with young children.

The Capacity Building Learning Consortium will bolster First 5 LA's understanding and measurement of the interconnections and impact of the work within Best Start geographies. The project will generate important data and learning in support of the Best Start Learning Agenda and Impact Framework.

All engagement, including convenings, may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

The total estimated cost for Capacity Building Learning Consortium is \$380,000. How funds will be Spent in FY 21-22:

- 10 Capacity Building Learning Consortium sessions at approximately 7 hours each
- Contract with guest speakers/panelists for Consortium
- Support participants' ongoing learning including coaching between convenings and an online resource hub

MAJOR COST AREAS:

- 1) Personnel-Total allocated staff equates to 2.5 FTE staff positions for the purpose of serving as a co-designer, facilitator, evaluator, and thought partner of the Capacity Building Learning Consortium. Total estimated expenses for personnel: \$237,374.
- 2) Convening Expenses (\$45,250): Convening expenses include costs for an estimated 10 convenings. Proposed budget based on historical expenditures for logistics (venue, childcare, catering, translation/interpretation) averaging approximately \$4525/event. Total Estimated: Convening Expense: \$45,250. These convenings may be conducted virtually based on Public Health guidance.
- 3) Contracted Services- Projected contracted services include a data trainer, as well as additional consultants/contractors to be determined based on program needs. Total Contracted Services: \$10,500.
- 4) Evaluation – Projected evaluation costs: \$20,000
- 5) Operating and Administrative Costs- Estimated for space, employee mileage and travel, supplies, telephone. Total expenses: \$33,740.

Initiative

Investment Category

Field Building

2020-2028 Strategic Plan

6) Indirect Costs-10% of total contract amount less subcontracting to cover costs including personnel administration, risk management and general liability insurance, tax and regulatory compliance and general operating expenses. Total Indirect Costs: \$33,136.

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

Initiative	Investment Category
Field Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Long Beach Mayor's Fund for Education: Business Partner Cultivation			\$75,000		0.00%

Program Summary

This two year project (through September 2022) established a strategic partnership with Community Partners, fiscal sponsor for the Long Beach Mayor's Fund for Education, for the purpose of activating and recruiting a network of business leaders and early childhood development (ECD) advocates in Long Beach to amplify the business voice for ECD policies and advocate for access to ECE as a central strategy in the post-COVID economic and community recovery efforts in the City of Long Beach. In FY 21-22, the Mayor's Fund for Education will accomplish the following:

- 1) Identify targeted business leaders and small businesses well positioned to move up the Ladder of Engagement and create individualized methodologies for each targeted business.
- 2) Measure current local business engagement in early childhood issues and family-friendly workplace policies to serve as a baseline metric to measure strategy implementation.
- 3) Facilitate coordinated outreach to the Long Beach business community amongst various early childhood advocates, including the City of Long Beach, First 5 LA, Child360, Long Beach Best Start Network, and ReadyNation California, utilizing Mayor's Fund and City contacts.
- 4) Activation of select business leader recruits to advocate for ECD policies within the City of Long Beach and Long Beach Unified School District.
- 5) Develop a local business ECD engagement case study to capture scalable solutions and model.

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

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 21-22

The total estimated cost for FY 21-22 for Long Beach Business Partner Cultivation is \$75,000. Funds spent in FY 21-22 will be spent pursuing the following tactics:

- 1) Create a communications strategy to message early childhood issues to business leaders, including important issues and trends highlighted in Best Start Central Long Beach's report The Status of Young Children, and informed by community context, issues, and priorities.
- 2) Engage with Long Beach BSC Network to elevate community-based narratives to provide context of EC issues to business leaders.
- 3) Host introductory meetings between local business leaders primed to be engaged and activated as early childhood champions and First 5 LA, Mayor's Fund, and ReadyNation.
- 4) Convene Mayor's ECE Economic Engagement Roundtable.
- 5) Create a communications strategy for newly cultivated business ECD Champions to effectively relay messages about early childhood issues to other business and policy leaders.

Initiative	Investment Category
Field Building	2020-2028 Strategic Plan

6) Establish a company baseline for the economic baseline of business ECD engagement (baseline data).

7) Develop a tailored ECD-friendly business implementation plan capitalizing on the economic benefits of ECE engagement (progression plan).

Track changes in recruitment results, retention, productivity, workplace satisfaction, etc. (post-implementation report)

Track changes in family-friendly workplace practices as measured by employee recruitment results, retention, productivity, work-place satisfaction, etc.

Change from Prior Year (if >+20%)

ECE Team

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
County Liaison Consultant/CFA Data	\$75,000		\$45,000		-40.00%

Program Summary

There is a continued need for a County Liaison consultant to support implementation for First 5 LA's refined strategic plan. This would support work with the Office for the Advancement of Early Care and Education.

In FY 2019-2020, the Office of Child Protection in partnership with the Office for the Advancement of Early Care and Education and First 5 LA produced a County Fiscal Analysis of Early Care and Education dollars in the county. This report and recommendations helped inform the strategic plan of Office for the Advancement of Early Care and Education. The County Liaison consultant will facilitate and support implementation of these recommendations through support of Office for the Advancement of Early Care and Education.

Spending Plan and Funding Methodology

FY 2021-2022 estimates 50 hours per month at a cost of \$135 per hour to fund the consultant's time supporting the Office for the Advancement of Early Care and Education (OAECE). Activities include agenda preparation and meeting facilitation for the County Fiscal Assessment (CFA) Implementation Workgroup and the Workforce Pathways Joint Committee, coordination of training and housing of the CFA revenue and expense models, survey development and data analyses to support implementation of OAECE's strategic plan, and coordinating alignment of these activities with Quality Start Los Angeles, First 5 LA, and other County ECE efforts. The rate is the same as was determined at the project's inception in 2018 and the number of hours is estimated on current spend rate with an anticipated increase in work to pre-pandemic levels as restrictions decrease. Some of the project's activities are operating at decreased pace because of OAECE's and other County offices' pandemic response.

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

Expecting a decrease in support and not for the entire duration of the fiscal year.

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
ECE Policy Advocacy Fund	\$3,350,000		\$2,450,000		-26.86%

Program Summary

First 5 LA currently invests in three separate Policy Advocacy Funds across three different teams – Built Environment in Communities, Early Learning in Early Care and Education, and Child Health in the Office of Government Affairs and Public Policy. These projects have been aligned to all conclude at the end of FY 21-22.

Moving forward, to support more integrated policy development and advocacy work aligned with the more holistic child and family public policy goals outlined in the Strategic Plan, First 5 LA will develop a plan to establish an integrated Policy Advocacy Fund housed within the Office of Government Affairs and Public Policy. The integrated fund will be co-developed and implemented in partnership with teams across First 5 LA, and support policy change activities aligned with First 5 LA’s Board-approved Policy Agenda and rules governing public agency advocacy activities.

The Early Care and Education Policy and Advocacy Fund supports organizations engaging in advocacy activities to support the expansion of publicly funded quality early learning. Though the project originally was to go only through December 2021, ECE is working with Contract, Administration, and Purchasing team to get board approval for an additional six months of the project to ensure a smooth transition to the integrated Policy Advocacy Fund set to launch in July 2022.

Spending Plan and Funding Methodology

Costs for FY 2021-2022 include \$450,000 for administration of the fund. Activities for the last year of the fund include grant administration, convening, and a final learning and evaluation report. The amount is based on the standard 18-20% of grantmaking plus additional funds for the wrap-up activities. Additionally, planning for an integrated policy and advocacy fund is underway and is anticipated to launch at some point during FY 2021-2022, so \$2 million is included for regranting to support organizations in the transition before the next round of Policy, Advocacy Funding is launched. This includes \$1,325,000 for 8 reduced Partnership Grants ranging from \$100,000-\$200,000 and \$675,000 for 9 Field-Building Grants of \$75,000.

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

Reduction due to the final year of funding. Funding for the integrated policy and advocacy fund is captured in the Office of Government Affairs and Public Policy's budget under Policy Advocacy Fund Technical Assistance Provider.

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Kindergarten Readiness Assessment	\$6,141,000		\$3,400,000		-44.63%

Program Summary

The refined Strategic Plan reaffirms First 5 LA’s commitment to the Kindergarten Readiness Assessment initiative while refining the goal of the project. The objectives of KRA projects are to expand the use of a population-level measurement of school readiness to inform systems-level change and to support, inform, and advance community-action, with an intentional focus on the fourteen Best Start geographies.

The FY 21-22 Kindergarten Readiness Assessment budget includes funding for data collection for Los Angeles Unified School District, El Monte Central School District, Rosemead School District, Mountain View School District, and Long Beach Unified School District. These districts are all in Best Start geographies. This budget also reflects funding for Pomona Unified School District, Santa Monica, and the City of Pasadena. These partnerships will sunset as part of the Kindergarten Readiness Assessment strategy. These funds are extended to recognize the challenges COVID-19 presented for school districts and the KRA strategy and will allow partners to accomplish goals that could not be completed in FY21 due to the pandemic.

In addition to funding these partnerships, a major goal of the KRA project in FY 21-22 will be strategy refinement. We will be evaluating how/if KRA data supports the work of the Communities team and the needs of the Best Start geographies. This strategy refinement work will likely impact future funding needs.

Spending Plan and Funding Methodology

Assumes First 5 LA will continue to fund district coordination and teacher engagement and community engagement and action planning with existing Kindergarten Readiness Assessment districts/communities.

The Kindergarten Readiness Assessment’s funding model includes a low, medium, and high costs district correlated with district size. The Los Angeles Unified School District is an outlier and has its own funding model and is the largest cost driver of Kindergarten Readiness Assessment.

For districts collecting Early Development Instrument data, the assessment supported by this project, funding is based on the following main costs: teacher incentives and release time for both training and data collection time, costs for supplies, postage, and materials needed for school and community level engagement opportunities, and personnel time for district/agency staff supporting the Kindergarten Readiness Assessment strategy implementation.

For non-collecting districts, funding is based on the following main costs: costs for creating collateral to distribute to communities, other costs for supplies, postage, and materials needed for school and community level engagement opportunities, and personnel time for district/agency staff supporting the Kindergarten Readiness Assessment strategy implementation.

The budget amount is based off previous years' costs. Every year, these include the standard rates per district for teacher release and training time, standard costs for supplies, materials, and other needs for sharing Kindergarten Readiness Assessment data with various stakeholder groups (printing, custodial services, educational materials for parents). This year's amounts were determined first by determining the number of collecting or non-collecting district partners. For non-collecting districts, the budget amount was set assuming costs similar to previous non-collection year costs and the standard data sharing activities in non-collection years. For collecting districts, the funding amount was determined by the data collection goal (meaning number of students) and the corresponding number of teachers who will need training and paid release time in order to participate in the strategy as well as assuming similar engagement, training and personnel costs as previous collection years.

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

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Provider Advisory Group	\$200,000		\$175,000		-12.50%

Program Summary

The Early Care and Education team plans on launching an Advisory Group to co-design strategies to support home based child care programs.

The group will be comprised of providers based on specific dimensions of diversity ensuring representation from a cross-section of LA County providers. These providers will support the Early Care and Education team in understanding how to best support providers and better understand their lived experience.

Additionally, the Early Care and Education team is launching a survey panel to further receive input directly from parents.

Spending Plan and Funding Methodology

\$100,000 is to launch a survey panel to begin to immediately solicit input directly from providers & parents. This cost is determined by looking at the survey panel used in San Francisco for a similar purpose - supporting parent input for the Office of Early Care and Education.

\$75,000 is for a consultant to help plan for a Community Advisory Group. This is calculated at 500 hours at the cost of \$150/hour.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Dual Language Learner	\$1,888,000	\$1,000,000	-47.03%

Program Summary

Dual Language Learner program is funded by First 5 CA. This funding is distributed amongst our partners to support providers in meeting the needs of Dual Language Learners. Funding will cover developing training modules, training Quality Start Los Angeles coaches, and opening professional development opportunities for child care providers.

This program has a two year anticipated life cycle, with contracts being executed in FY 2020-2021.

Spending Plan and Funding Methodology

Total funding from First 5 CA is \$1.8 million. Contracts to partners are being executed in February 2021 with \$800,000 budgeted for FY 20-21 to offset start-up costs and the remaining \$1,000,000 included for FY 21-22.

Original contract term was through December 2021. However, as per First 5 CA direction, the First 5 LA & First 5 CA contract will be amended and extended in July 2021 for an additional 6 months and will end on June 30, 2022. Therefore First 5 LA partner contracts will also be extended until June 30, 2022.

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

Funding adjusted to reflect timing of contract execution. There was a delay in receiving contract and funding from First 5 CA.

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
ECE Workforce Registry	\$650,000		\$550,000		-15.38%

Program Summary

The Early Care and Education Workforce Registry (Registry) is a mechanism for generating, maintaining and disseminating data and information on the professional development, educational accomplishments, and employment of the Early Care and Education workforce in California. As a centralized data system, the Registry has increased 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.

Spending Plan and Funding Methodology

First 5 LA's financial support of the California Early Care and Education Workforce Registry (the Registry) will solely support LA County operations, which includes new enrollment and maintenance of the data system for the LA County Early Care and Education workforce.

We arrived at this budget based on spending patterns in recent years specific to LA County operations, which has a heavy emphasis on Personnel and Contracted Services costs. The costs continue to run high because the structure of the Registry relies heavily on staffing capacity who hand enter and verify registry data.

First 5 LA's financial support of the Registry will continue to decline in FY 21-22, as the development and infrastructure of the Registry is solidified and First 5 CA gradually increases its support of the Registry's operations statewide. The reduction also reflects plans to implement a sustainable funding plan for the Registry.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Home Based Child Care Strategy	\$200,000		\$300,000		50.00%

Program Summary

In the refined Strategic Plan, First 5 LA has prioritized 1) a broader notion of quality improvement which seeks to place less emphasis on a rating and more on the process of quality improvement and 2) an explicit focus on equity. Home based care is a primary source of care in Los Angeles County, in particular for infants and toddlers and families for whom traditional settings may not be a feasible option (i.e., erratic schedules, weekend work schedules, language barriers, etc.). In short, family child care and family, friend, and neighbor care serves the families and children we would prioritize under an equity framework. Improving access to quality supports is also a strategy identified by Quality Counts California as a priority of Improve and Maximize Programs so All Children Thrive 2020 (IMPACT 2020) funding.

However, in order to develop responsive programming to meet the needs of home-based care providers not previously reached through LA County quality support efforts, we must learn more about the population, their needs, and what is needed to support their ability to provide quality early learning experiences to children in their care. To that end, First 5 LA has identified two primary activities in FY 21-22. The first is a landscape analysis of Family, Friend, and Neighbor providers. Partnering with the Child Care Alliance of Los Angeles, they will use their existing relationships with unlicensed providers to conduct a landscape of Family, Friend, and Neighbor providers. In addition, First 5 LA staff will work with Duane Dennis, an expert on Family, Friend, and Neighbor care in Los Angeles County who will build the team's understanding of the home-based care sector in Los Angeles County and serve as a thought partner as staff work to develop responsive programming to meet the needs of this diverse and underserved population that has historically been excluded from broader quality improvement efforts.

Spending Plan and Funding Methodology

The amount of \$200,00 includes a landscape analysis of the circumstances and conditions facing home based care providers and the families who chose that care. The amount was determined by looking at previous landscape analyses.

An additional \$100,000 is to develop criteria for and pilot strategies to support home based child care based off of learnings from the landscape analysis. We anticipate that these funds will support the Child Care Alliance of Los Angeles (the local association of Resource and Referral Agencies) as our implementing partner. These agencies already provide the backbone and infrastructure of our local early care system, and we will use that infrastructure to pilot strategies developed. The strategies developed will be informed from the landscape analysis and input from the Advisory Group. The \$100,000 will support consultant services: \$25,000, Parent & Provider Focus Groups: \$25,000, Stipends & Incentives: \$30,000, Materials & Shipping: \$15,000, Subscriptions: \$5,000.

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

Increase represents funding for pilots in addition to the landscape analysis.

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
IMPACT 2020	\$2,760,000		\$1,944,000		-29.56%

Program Summary

Improve and Maximize Programs so All Children Thrive (IMPACT) 2020 is the second round of funding from FIRST 5 CA to support quality improvement services in local counties. First 5 agencies have right of first refusal for these funds, and First 5 LA draws down the funding. This funding supports expansion and stabilization of Quality Start Los Angeles allowing us to serve a greater diversity of child care providers.

Spending Plan and Funding Methodology

This project will be funded through a drawdown from First 5 CA through the previous Improve and Maximize Programs so All Children Thrive (IMPACT) initiative and the current Improve and Maximize Programs so All Children Thrive 2020 initiative, funded through June 2023. This funding will be used to support Quality Start Los Angeles as part of a single application submitted to Quality Counts California - in particular the plans to expand Quality Start Los Angeles into a more inclusive quality improvement structure for all provider settings by expanding quality improvement services to family, friend, and neighbor care and more home-based licensed child care providers without state funding.

\$2.1M of these funds come from money originally drawn down from First 5 CA's Improve and Maximize Programs so All Children Thrive initiative. The Los Angeles County Office of Education was awarded these funds via competitive solicitation, with grants of \$2.1M in each 2020-2021 and 2021-2022. Following that, those funds will be expended and remaining funds will be through the Improve and Maximize Programs so All Children Thrive 2020 initiative. In FY 2020-2021, Los Angeles County Office of Education expenditures of Improve and Maximize Programs so All Children Thrive 2020 funds were \$1.3M. The estimated expenditures in subsequent years are \$1.94M in FY 21-22 and \$3.1M in FY 22-23, for a total Improve and Maximize Programs so All Children Thrive 2020 expenditure of \$6.349M through FY 22-23.

In FY 21-22, these funds will be spent on Los Angeles County Office of Education staff to administer Quality Start Los Angeles (\$170K), contracted services to Child Care Alliance of Los Angeles and Child360 (\$1.73M) to conduct quality improvement activities (i.e., coaching, technical assistance, stipends for Quality Start Los Angeles participating sites, etc.) per the application submitted to Quality Counts California (a joint effort of the California Department of Education and First 5 CA).

Total budget is rounded down from \$1,944,214 to the nearest thousand, per internal practice.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
QSLA Database	\$600,000		\$600,000		0.00%

Program Summary

The QSLA Data System supports First 5 LA’s broad approach to quality by providing a central data system for housing all data related to QSLA. By combining resources, LACOE and First 5 LA are able to ensure long-term continuity of a data system (iPinwheel) to be used for quality improvement efforts in Los Angeles County and increase administrative efficiency.

Spending Plan and Funding Methodology

System updates and improvements are an ongoing aspect of the QSLA data system, and there is a flat rate established between LACOE and the data system vendor for this work. As such, staff do not anticipate any increase in costs related to data system changes (or trainings associated). The QSLA data system vendor has a fee for administering the Teachstone proprietary assessment, CLASS. Additionally, funding also covers staffing to support the administration of the database.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
QSLA Expansion: IMPACT 1	\$2,100,000	\$2,100,000	0.00%

Program Summary

Following First 5 LA's release of the Quality Rating and Improvement System (QRIS) Expansion funding opportunity in late 2019, a new contract to provide QSLA services (coaching, training and technical assistance, stipends to participating sites, etc.) to licensed early care and education providers, including family child care home providers, began on July 1, 2019. This strategy is utilizing funding previously drawn down from First 5 CA's Improve and Maximize Programs so All Children Thrive (IMPACT) initiative.

Spending Plan and Funding Methodology

The funding level was determined based upon the award amount available as described in the QRIS Expansion RFQ released by First 5 LA staff. First 5 LA has allocated the total funding from First 5 CA across three fiscal years (FY 19-20, FY 20-21, FY 21-22) with stable funding each year.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
VIVA Social Impact Partners	\$400,000		\$400,000		0.00%

Program Summary

All QSLA work funded by First 5 LA is closely coordinated, in particular with the Los Angeles County Office of Education (LACOE). For several years, VIVA has facilitated meetings of the QSLA collaborative which includes partners such as First 5 LA, LACOE, the Child Care Alliance of Los Angeles (CCALA), Child360, Partnerships for Education, Articulation, and Coordination through Higher Education (PEACH), and the Office for the Advancement of Early Education, and the Child Care Planning Committee (CCPC).

This collaborative is the governing body for QSLA.

Spending Plan and Funding Methodology

The FY 2021-2022 budget covers both the facilitation of the governing body of QSLA in addition to providing the external communications strategy and infrastructure for QSLA. Budget was derived based on a similar level of support needed to advance QSLA's work as in the previous FY. Funds will be used for meeting preparation/facilitation, data visualization, parent/provider survey panel work, and other priorities as identified by F5LA and LACOE to advance QSLA's work.

LACOE contributes 50% of this total cost, so First 5 LA and LACOE are equal partners in supporting the facilitation of QSLA.

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

Health Systems Team

Initiative	Investment Category
Early Identification and Intervention	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Help Me Grow	\$3,078,000		\$4,172,000		35.54%

Program Summary

First 5 LA will continue to plan and implement Help Me Grow (HMG), a national model that promotes local cross-sector collaboration to bolster early identification of developmental and behavioral delays and linkage to intervention. Help Me Grow LA (HMG LA) will better coordinate systems that serve children to strengthen early identification and link children and their families to appropriate intervention services and supports. The Los Angeles County Department of Public Health (LACDPH) has partnered with First 5 LA to launch, test and refine the model's 4 core components (centralized access point, child health provider outreach, community and family engagement, and data collection and analysis) to meet LA county's needs and address our fragmented early identification and intervention (EII) system. Key areas of work underway include a pilot with L.A. Care Health Plan and 7 community collaboratives, HMG LA Pathways, focused on strengthening and expanding referral pathways via technology, infrastructure within a set geographic region. In addition, our evolving work supporting trauma informed approaches will continue via our partnership with LA County Department of Health Services, specifically around data collection and analysis of their multi-screen work (developmental and Adverse Childhood Experiences (ACEs)) and linkage to services.

Spending Plan and Funding Methodology

Budget categories align with key areas of work that emerged from the First 5 LA Strategic Plan implementation planning process as well as ongoing planning with the Los Angeles County Department of Public Health (LACDPH), who are co-implementing HMG LA with First 5 LA.

The categories include: 1) Help Me Grow LA (HMG LA) Implementation and 2) Trauma Informed Approaches

The FY 21-22 budget to support HMG LA related activities is based on current trend and anticipated implementation costs, resulting from staffing and or infrastructure investment to procure.

The HMG LA Implementation category includes costs associated with activities to implement and maintain the four core components of the model: Centralized Access Point; Data Collection and Analysis; Child Health Provider Outreach; and Community and Family Engagement.

1. HMG LA IMPLEMENTATION (\$4,061,000)

A. Centralized Access Point and Data Collection and Analysis Components (LACDPH Lead) \$1,731,000 –LAC DPH will continue to serve as the HMG Organizing Entity for a fourth year starting July 1, 2021 (Initial Board approval for a 5-year Strategic Partnership with LAC DPH 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 components. Major costs include personnel, consultant support, space, program supplies and equipment. LACDPH's FY 21-22 deliverables are informed by the HMG LA Implementation Plan which was completion in Spring 2019. Based on current planning, it is anticipated key activities for FY 21-22 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 Advisory Committee(s) (e.g.: consulting support, food, space for 4 meetings/year). The remainder is allocated for system mapping activities to support partner engagement, data collection and analysis.

B. Child Health Provider Outreach Component (First 5 LA lead) \$550,000- Costs include funding for Year 1 of a 4-year investment with LA Care Plan to support a developmental screening and linkage to services pilot. Additional project(s) include dyadic care/family therapy guidance implementation pilot targeting high volume pediatric clinics addressing early screening and linkage to services for children's mental health.

C. Community and Family Engagement Component (First 5 LA lead) \$1,780,000—Costs include continued implementation of five HMG LA Pathways Collaboratives across LA County and technical assistance support, this funding is for year 2 of a 3-year investment (Board approved October 2020). In addition, First 5 LA has released an

Initiative	Investment Category
Early Identification and Intervention	2020-2028 Strategic Plan

RFP (Spring 2021) for 2 additional communities, total of 7, to ensure countywide coverage. The HMG LA Pathways community collaboratives seek to strengthen referral pathways among cross-sector agencies that are a part of the early identification and intervention continuum. Costs also include managing the HMG Community and Family Engagement Council (CFEC) and funding activities identified by the council as well as networking events with key stakeholders. Lastly, Communications including consultant(s) support, content development for HMG LA such as graphic design support of outreach materials, translation and interpretation, copy editing and proofing, and printing for HMG LA.

2) TRAUMA INFORMED APPROACHES (\$111,000)

A. Costs include continued funding of a partnership with LA County Department of Health Services to support their Strong, Healthy and Resilient Kids (SHARK) clinic. First 5 LA covers the costs of a data analyst position to support collection, tracking and evaluation. Additional funds (\$5,000) included to support internal efforts, capacity building related to Mental Health Awareness.

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

Increased budget represents full implementation costs of key projects/HMG LA components: Centralized Access Point, HMG LA Pathways, LA Care Health Plan pilot.

Initiative	Investment Category
Early Identification and Intervention	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
First Connections	\$583,000		\$545,000		-6.51%

Program Summary

The First Connections program, delivered by six diverse grantees, aims to increase screenings for developmental and behavioral delays and linkage to supportive early intervention services for children and families from culturally and linguistically diverse, underserved communities. This project continues to also generate learnings and promising practices to inform the implementation of Help Me Grow - LA (HMG LA) with a focus on community engagement and service delivery.

With new legislative state policy and administrative guidance at the California Department of Health Care Services to advance developmental screenings and care coordination for young children, there is increased interest to leverage the existing infrastructure and capacity built out by First Connections to further examine, in partnership with Managed Care Plans and County Departments, the effectiveness of the First Connections care coordination model for young children with or at risk for developmental delays on child health outcomes, utilization rates and Healthcare Effectiveness Data and Information Set (HEDIS) measure compliance.

Spending Plan and Funding Methodology

First Connections Care Coordination activities (\$420,000); costs are based on historical data and anticipated need for discrete activities for 12 months (7/1/21-06/30/22).

Board approval in October 2020 supported a funding extension to continue First Connections' care coordination activities for an additional two years through September 2022. This extension aims to transition some First Connection grantees to non-First 5 LA funding sources. This funding, which accounts for less than 40% of the original annual budget for First Connections, will be used primarily to fund discrete care coordination activities, including personnel costs. This extension provides additional time for First 5 LA staff to further examine the effectiveness of First Connections' care coordination and potentially garner commitment from external partners including Medi-Cal Managed Care and select County Departments to examine, adopt and sustain First Connections' care coordination activities post First 5 LA funding.

Care Coordination Analysis (\$125,000) Estimate based off similar data review projects and evaluations. Funding meant to support First Connection care coordination analysis to demonstrate impact on child health outcomes of interest to external funding sources (e.g. Medi-Cal Managed Care Plans) .

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

Initiative	Investment Category
Early Identification and Intervention	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Early Identification and Intervention Evaluation	\$150,000		\$79,000		-47.33%

Program Summary

A key component of strengthening public and community systems outlined in the 2020-2028 Strategic Plan is to advocate for policies and transformative practices to ensure public systems provide maternal health services and child early identification and intervention (EII). 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 high-quality early screening, referrals, and services into various practice settings (such as pediatrician offices and other primary care settings). In order to maximize learning and insights from this strategy, funds from this budget item will be used to launch two evaluations in FY 21-22 to inform implementation and assess outcomes: (1) LA Care pilot and (2) Help Me Grow Pathways. The goal for FY 21-22 is to release RFQ(s), identify evaluation contractor(s), develop in-depth evaluation plans in partnership with L.A. Care, the Department of Public Health, and Help Me Grow Pathway communities, and collaborate with these partners in data collection and analyses.

Spending Plan and Funding Methodology

The following funds are needed to support the evaluation of the LA Care Pilot.

(1) Evaluation of the LA Care Pilot:

Evaluation Plan (50 hrs x \$200/hr) = \$10,000

Data Analysis (292 hrs x \$200/hr) = \$58,400

Project oversight (40 hrs x \$200/hr) = \$8,000

Software (\$2600)

Please note that we anticipate LA Care will collect and provide administrative data such that no additional data collection would be needed by external consultant.

Hour estimates are based on previous experience conducting evaluation projects.

These resources will supplement resources being contributed by other funders such as LA Care.

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

Budget for FY 21-22 was reduced based on the anticipated timeline for RFP release, contracting, etc. We anticipate releasing an RFP in July 2021 and bringing the contractor on board in January 2022. The budget then only reflects resources for the January-June 2022 period.

Initiative	Investment Category
AAIM Birth Outcomes and Disparities	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
AAIM Birth Outcomes and Disparities – Policy and Systems Change	\$1,400,000		\$1,050,000		-25.00%

Program Summary

First 5 LA (F5LA) and the Los Angeles County Department of Public Health's (LACDPH) have joined efforts to lead the African-American Infant and Maternal Mortality (AAIMM) initiative. The Initiative designs, supports and implements novel and evidence-based strategies and activities to improve pregnancy, birth and infant outcomes, improve family wellbeing, and decrease health disparities among Black women of reproductive age countywide.

AAIMM strategies are centered around the Center for Health Equity's 5-year action plan to reduce disparities by 30%. AAIMM acknowledges the root cause of disparities as racism related toxic stress, and strategies are designed to achieve the following outcomes in response: A) Reduce the sources of stress in women's lives; B) Help women block the pathway from social stress to physiological stress; and C) Intervene early to reduce the impact of stress on health.

AAIMM's primary, evidence-based direct service interventions are implemented and funded by LACDPH and other partners. As LACDPH's co-lead on the AAIMM Initiative, First 5 LA's unique contribution and investment strategy is grounded in policy and systems change in support of AAIMM interventions through three strategies: 1) system optimization and innovation; 2) sustainability; and 3) stakeholder engagement/will building.

Spending Plan and Funding Methodology

Budget is in alignment with county and/or statewide efforts to address birth disparities for African-American women. FY 21-22 expenditures were calculated based on analysis of expended and projected FY 20-21 costs.

Pritzker Fellow (\$100,000): grant opportunity to be submitted in Summer 2021, matching/implementation costs for Pritzker Fellow.

Stakeholder Engagement, Policy and Advocacy (\$45,000): includes cost related to community engagement (Steering Committee, Community Actions Teams) as well as convenings/forums to elevate the work.

Communications (\$280,000): includes consultant(s), website, sponsorship, public education ads, and collateral materials.

Philanthropic Partnerships/Pooled Funds (\$175,000) includes AAIMM Innovation Fund representing matching contribution and other philanthropic partnership efforts (e.g. Black Equity Collective).

Cherished Futures (\$250,000): includes match for Year 2; hospital quality improvement initiative.

Emerging Opportunities (\$100,000): potential projects, co-funded with LACDPH, include Community Action Teams fiscal sponsorship, Charles R. Drew Center of Excellence in Maternal Care.

First 5 LA integration (\$100,000): potential projects include Best Start for Black Babies, Maternal Early Identification and Intervention, Home Visitation and Doula services

Total: \$1,050,000

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

Reduction in funding resulting from First 5 LA contribution to multi-year efforts limited to 1-year (FY20-21). For example, AAIMM evaluation co-funded with LA County DPH, First 5 LA contributed \$400,000 for FY20-21, DPH will continue to fund subsequent year(s).

Center Support Team

Initiative	Investment Category
Cross-Cutting Funder Partnerships	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Bold Vision	\$150,000		\$150,000		0.00%

Program Summary

Bold Vision 2028 is a philanthropic-led effort of philanthropy 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 utilizing subject matter experts and significant community input. In addition, the project will address systems change through an equity lens, inclusiveness in economic growth, systems’ effectiveness, civic engagement and community organizing with an overall cradle to career orientation.

Resources to support this initiative are consistent with contributions made by other similar-sized philanthropic partners. The budgeted amount of \$150,000 remains the same as in FY 20-21.

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

Initiative	Investment Category
Cross-Cutting Funder Partnerships	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Center for Strategic Partnerships			\$25,000		0.00%

Program Summary

An initiative of Southern California Grantmakers (SCG), 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.

Spending Plan and Funding Methodology

Funding has been determined as follows:
 \$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). Our contribution is in accordance with other core funders of the Center.

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

Initiative	Investment Category
County Partnerships	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
County Partnership Fund	\$165,000		\$225,000		36.36%

Program Summary

The County Partnership Fund will help support emerging opportunities with County Government that are aligned with First 5 LA's 2020-2028 Strategic Plan. These County partnership efforts are often supported by philanthropic partners and provide First 5 LA access to influence County systems and leverage public and private resources to advance outcomes for children and families. 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 has identified project categories with the details still in development. Given recent conversations, we expect these projects to materialize with significant alignment to First 5 LA's 2020-2028 Strategic Plan. The costs identified for these activities are subject to change based on actual need as more information is made available.

Spending Plan and Funding Methodology

\$75,000 - PREVENTION/SUPPORTING OCP/THRIVING FAMILIES/FAMILY RESOURCE CENTERS

- Continue partnering closely with the Office of Child Protection to advance primary prevention initiatives and shared data initiatives (advancing SP1) – OCP's emphasis on primary prevention and ability to work across Departments and align efforts makes it a unique partner to First 5 LA. OCP is a key stakeholder on FFPSA, Thriving Families. Estimating \$25,000 to support OCP.
 - Leverage Thriving Families Safer Children Initiative to elevate Best Start community priorities and advance primary prevention (Advancing SP2) – This initiative represents a unique opportunity to transform the child welfare system into a child well-being system. TFSC is a national technical assistance grant with close partnership from the Administration of Children and Families, Casey Family Programs, Prevent Child Abuse America and the Annie E. Casey Foundation. The initial phase of work will focus on deep community engagement with prioritized communities like the Antelope Valley and South LA. Estimating \$25,000 to support TFSC.
 - Co-design family resource centers in partnership with Best Start Communities (Advances SP1 and SP2) – the Family Resource Center concept has significant backing from DMH, DCFS and DPH and appears to have the right personnel in place to move the project forward. Because the Antelope Valley is targeted first, we can build upon the AV Resource Infusion effort elevate community voice in the design of the family resource center. The remaining supervisorial districts/Best Star Communities will be considered later. Estimating \$25,000 to connect the FRCs with our Best Start community engagement efforts.
- Based on the above estimates, we recommend a budget of \$75,000 to support Prevention initiatives.

\$75,000 ECONOMIC/FOOD SECURITY INITIATIVE

- Serve as Strategic Liaison for the Center for Strategic Partnerships aligning CSP's economic security focus area with First 5 LA's strategic priorities – The Center increases the influence, partnership network and sustainability of First 5 LA. We do not plan to lead the economic security strategy development for the Center but can align opportunities that intersect with our core priorities. For example, economic security may be layered on the AAIMM initiative or our work in prevention and we will seek to target investments/pilots within the Best Start Communities
 - Food Security and CalFresh report amplification – We expect this stream of work to dwindle in time commitments, but there is still ample opportunity to guide the creation and priorities of the County's new Food Equity Roundtable (built on the Food Security Task Force that emerged out of the pandemic response and which F5LA is a member)
- We believe a budget of \$75,000 will help launch an initiative, demonstrate leadership and commitment among partners and leverage public and private funding.

\$75,000- SUPPORTING PREVENTION AND EARLY INTERVENTION IN MENTAL HEALTH SYSTEMS

This line item was previously in the Home Visiting sustainability budget. We have moved it over to the County Partnership Fund due to the shifting work of this contract. Because DMH is poised to eliminate funding in home visiting, this funding will support broad prevention and early intervention in DMH and prioritize MHA/PEI funding for early childhood. Part of this budget will also support the development of the family resource center initiative (described above) to ensure it is aligned with our Antelope Valley Resource Infusion project.

- We are estimating a budget of \$75,000 in line with previous annual budgets.

Initiative	Investment Category
County Partnerships	2020-2028 Strategic Plan

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

Part of this increase reflect new budget items being added to the County Partnership fund ("Supporting Prevention and Early Intervention in Mental Health Systems"). This budget item remains the same as FY 20-21 but was added to the CPF because the scope of this project is more aligned to county partnerships. We have also increased support for prevention from \$40,000 to \$75,000. We are continuing to see stronger alignment here and the Thriving Families initiative presents opportunities to align more closely with Best Start Communities and truly advance primary prevention initiatives. We have also decreased the economic security budget from \$100,000 to \$75,000. So far, this item remains unspent in FY 20-21 as there is still significant work needed to build the field and align county and philanthropic partners around this concept

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Infrastructure Support for Sustainability and Health Planning	\$25,000		\$180,000		620.00%

Program Summary

First 5 LA is partnering with managed care health plans that serve Los Angeles County to improve care coordination for pregnant women, young children, and their families. This funding will support the work to create sustainable financing mechanisms for First 5 LA's investment areas in the healthcare field. This proposed budget includes funding for a continuing relationship with health consultants Healthcare Management Associates, funding to create a reimbursement infrastructure for First 5 LA to secure payment, and funding for additional consultation from health care experts.

Spending Plan and Funding Methodology

The estimated costs are based on research conducted on different types of reimbursement structures permitted by the health plans and the associated costs for building this piece of infrastructure to move forward this work with health plans, as well as historical data on expenditures for health care expert consultation support. More specifically, this includes funding for the following three activities: 1. HMA: \$120,000 based on historical data and utilization/expenditure of current agreement at same level. 2. Infrastructure support: \$25,000 based on research into possible mechanisms for billing/claiming/invoicing health plans for services rendered. 3. Consultant support: \$35,000 based on historical information and anticipated need for services as health plan partnerships move forward.

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

The increase is explained by the fact that this is a new budget line item that brings together three budget lines that were previously separate: Health Plan Consultants, HV Sustainability in Health Systems (HMA Support), and Infrastructure Support for Health Plan Reimbursement.

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Medi-Cal Administrative Activities Implementation Support	\$210,000		\$65,000		-69.04%

Program Summary

First 5 LA has decided to eliminate its County-Based Medi-Cal Administrative Activities (CMAA) program starting July 1, 2021. While the program will no longer be billing for CMAA activities starting July 1, because Medicaid is a reimbursement program there will be activities in FY21-22 associated with securing the reimbursement for the activities billed up until July 1. In FY21-22, this budget line contains funding for two items: funding for an agreement with Optimas, Inc. to conduct invoicing for County-Based Medi-Cal Administrative Activities (CMAA) being billed by the Welcome Baby pilot site Maternal Child Health Access prior to July 1, 2021, and funding to pay the required administrative fees for CMAA to the Los Angeles County Auditor Controller (A/C) and Local Governmental Agency (LGA).

Spending Plan and Funding Methodology

Optimas Services, Inc. will continue to provide support to First 5 LA in order to invoice for CMAA activities billed by Welcome Baby site MCHA. First 5 LA will also pay administrative fees for CMAA to the County LGA and A/C. The program budget estimate is based on historical expenditures.

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

The reduction is explained by the fact that First 5 LA has decided to discontinue the CMAA program at MCHA beginning in the next fiscal year, meaning that Optimas, Inc. will be performing significantly fewer activities to support the program and therefore the budget is lower. There are activities associated with the billing for CMAA being done in FY20-21 that will require administration in FY21-22, so this budget line accounts for those activities as well as estimated administrative fees to be paid to the County LGA and A/C.

Initiative	Investment Category
Cross-Cutting Funder Partnerships	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Southern California Grantmakers	\$112,000		\$50,000		-55.35%

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.

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. Because this general operating support has a scope of work attached to it, we will keep this component of SCG funding in the Center Support Team. Membership dues, sponsorships and Advocacy Day support (all of which do not have a contract/SOW) will move to OGAPP's budget.

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

We are eliminating support for the SCG Learning consortium (\$45,000) as we do not see strong alignment with the F5LA Strategic Plan. Please note that membership dues, sponsorships and Advocacy Day support for SCG will be moved to OGAPP's budget.

OFFICES

Office of Government Affairs & Public Policy

Initiative	Investment Category
Integrated Policy and Advocacy Fund	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Policy Advocacy Fund Technical Assistance Provider			\$400,000		0.00%

Program Summary

First 5 LA will support consultants and a intermediary funder to provide technical assistance, advice, support and guidance to develop integrated funding guidelines to support policy grantees in a number of key areas including: evaluation support, strategic planning, navigating complex policy systems and decisions, and reviewing data to develop recommendations. In addition, the consultant will provide new First 5 LA staff with technical assistance, coaching, and support as the initiative closes, and will produce status reports, presentations, and articles to capture learning from the initiative which can be disseminated internally and externally.

First 5 LA currently invests in three separate Policy Advocacy Funds across three different teams – Built Environment in Communities, Early Learning in ECE, and Child Health in the Office of Government Affairs and Public Policy. Each of these existing funds are scheduled to end over the course of FY 21-22.

Moving forward, to support more integrated policy development and advocacy work aligned with the more holistic child and family public policy goals outlined in the Strategic Plan, First 5 LA will develop a plan to establish an integrated Policy Advocacy Fund housed within the Office of Government Affairs and Public Policy. The integrated fund will be co-developed and implemented in partnership with teams across First 5 LA, and support policy change activities aligned with First 5 LA’s Board-approved Policy Agenda and rules governing public agency advocacy activities.

Spending Plan and Funding Methodology

Cost for intermediary support (\$400,000) to develop the integrated Policy and Advocacy Fund to support 6 months of design and planning to lead to grantmaking starting FY 22-23.

ECE PAF grantmaking ends June 2021, included in the ECE team budget is gap funding to get to June 2022 (\$2,500,000) including final evaluation to provide input for design of the new integrated PAF. The current BEPAF was already planning a second round of grants to continue to June 2022 included in the Communities budget (\$875,000). The ECE PAF expansion grants related to ECD Health are planned as one-time grants rather than ongoing funding for this pilot, no additional funds are being added.

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

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Conference Funding to Advance the Field of Early Childhood Development			\$150,000		0.00%

Program Summary

First 5 LA's goal for funding conferences and events is to advance the field of early childhood development as part of efforts to further the goals of the 2020-28 Strategic Plan's results areas. The submission and review of applications, and the awarding of grants, will continue with the same review process and funding parameters under the Office of Government Affairs and Public Policy as established in FY 20-21.

Funds will not be used to support annual meetings, fundraising events, or conferences or events that promote religious doctrine or political campaigns. All proposed conferences and 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 resources affecting L.A. County children under the age of 5.

Spending Plan and Funding Methodology

The submission and review of conference sponsorships under the Office of Government Affairs and Public Policy, will continue with the same process and funding parameters established in FY 20-21. Based on the last two fiscal years conference funding utilized per fiscal quarter in Q1, Q2, Q3 and Q4 averages \$37,500. Recognizing that First 5 LA has continued to fund virtual conference in FY 20-21 due to the effects of the COVID-19 pandemic, this portion of the budget reflects no reduction in funding from FY 20-21.

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

The Strategic Partnerships Department Sponsorships outlined in Communication Department from FY20-21 has been moved to OGAPP. The total budget includes \$25,000 in sponsorship events for Southern California Grantmakers annually, (\$10,000 for the annual SCG conference, SCG Foundations on the Hill at \$5,000 and \$10,000 for the annual SCG Policy conference) that have been moved to the OGAPP from the Communications Department budget sponsorships. SCG conference sponsorship support is based on prior year's investment level of \$10,000 per conference event x 2 events.

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Organization-wide Sponsorships to Build Partnerships and Public Will for First 5 LA’s Results Areas			\$200,000		0.00%

Program Summary

The Office of Government Affairs and Public Policy (OGAPP) will develop a strategy for organization-wide sponsorships and partnership-building efforts that will build First 5 LA’s reputation as an advocate and trusted source, engage and influence decision makers and stakeholders; and elevate awareness and create urgency on issues affecting young children and their families to help create lasting, equitable change.

These efforts are intended to help advance the 2020-28 Strategic Plan’s results areas and support First 5 LA’s policy and systems change efforts. The proposed budget request includes funds for First 5 LA’s organization-wide sponsorships and events in alignment with First 5 LA’s mission, vision, and work.

Spending Plan and Funding Methodology

The FY 21-22 budget reflects the role of sponsorships as an organizational strategy critical to First 5 LA’s brand, building new relationships, and increasing the number of organizations, businesses and philanthropic partners engaged in early childhood advocacy and policies affecting children 0 to 5 and their families. The methodology used to develop this budget is based upon an analysis of the last three years of successful sponsorship engagement work associated with First 5 LA. First 5 LA has historically supported events and activities hosted by key partners to advance its policy and system change goals. These events are opportunities to engage partners and other stakeholder audiences.

Based on event sponsorships in FY 20-21 during the COVID-19 pandemic, which range from \$5,000 to \$25,000 for table or gala sponsorships this request of \$200,000 would allow First 5 LA to support up to 20 events in FY 21-22. This assumes an average contribution of \$10,000 per event. Recognizing that First 5 LA has continued to fund virtual sponsorship events in FY 20-21 due to the effects of the COVID-19 pandemic, this portion of the budget reflects a 50 % reduction in funding from FY20-21. OGAPP is developing an updated sponsorship strategy to align advocacy and sector engagement with sponsorships as a critical outreach and relationship cultivation strategy to advance our Policy Agenda. OGAPP anticipates that the developed strategy will level set funding projections based on the developed forecasting calendar in the 22-23 budget which may revise the budget to previous levels after COVID-19.

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

The organization-wide sponsorships outlined Communication Department in FY20-21 moved to OGAPP in FY21-22 with a 50% change in the requested amount from the prior year. The projected reduction recognizes that First 5 LA has continued to fund virtual conference in FY 20-21 due to the effects of the COVID-19 pandemic.

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Organizational Memberships and Stakeholder Engagement Efforts			\$508,000		0.00%

Program Summary

The 2020-2028 Strategic Plan and refined policy agenda will employ a variety of stakeholder engagement strategies and activities to support First 5 LA's advocacy priorities: policy education and advocacy events, engagement efforts with sector groups (e.g., business and grantmaking), key stakeholder meetings and coalitions, caucus policy retreats, and policy speaker series which elevate First 5 LA priorities.

In addition, grantmaking projects and organizational membership offer a place for 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 key strategic engagement projects, sector groups and grantmaking and organization membership have been identified as critical to support First 5 LA's 2020-2028 Strategic Plan and policy refinement work across the organization.

Spending Plan and Funding Methodology

In FY 21-22, First 5 LA will continue to build relationships with stakeholder, sector groups and advocacy partners to elevate the importance of early childhood development. In addition, OGAPP will work to engaged untapped sectors that have agendas and/or impact families and children but do not prioritize the special populations of children 0 to 5 (e.g., immigration, justice, and business groups).

1) Center for Strategic Partnerships (\$25,000)

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. The County Partnership Fund will help support emerging opportunities with County Government that are aligned with First 5 LA's 2020-2028 Strategic Plan. These County partnership efforts are often supported by philanthropic partners and provide First 5 LA access to influence County systems and leverage public and private resources to advance outcomes for children and families. 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.).

Funding is \$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).

2) Grantmaking and Organizational Memberships (\$215,000)

First 5 LA has historically engagement in a number of grantmaking and organizational memberships and 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. Grantmaking Memberships and annual organizational membership rates are determined by the membership organization rate structure, depending on an organizations asset and/or total budget. Grantmaking and organizational memberships included as part of the total budget are as follows:

- American Public Health Association (APHA)— The annual membership rate is \$2,000.
- Civic Alliance — All Civic Alliance contribution fees are managed by the California Community Foundation (CCF) for \$75,000.
- California Chamber of Commerce — The annual membership rate is \$800; previously under the Human Resources & Talent Management (Professional Dues).
- Central City Association — The annual membership rate is \$350.00
- Council for Strong America — The annual membership rate is \$TBD.
- 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

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

foundation professionals are effective stewards of philanthropic resources and all social entrepreneurs reach their potential as leaders. The annual membership rate is \$7,500.

- First 5 California Association— The annual membership rate is \$75,000.
- 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.
- Los Angeles Business Federation (BizFed) — The annual membership rate is \$635.
- 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.
- Southern California Grantmakers (SCG)— 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).
- UNITE-LA — The annual membership rate is \$TBD.
- Valley Industry & Commerce Association — The annual membership rate is \$1,760.00.

3) LA Chamber Area of Commerce Membership Dues and Engagement Efforts (\$38,000)

First 5 LA will also maintain its level of financial support in LA Area Chamber of Commerce and Chamber activities that are aligned with the goals of the 2020- 2028 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 20-21, 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.

The annual membership fee is \$11,000 for annual membership and board dues for the First 5 LA Executive Director, \$2,000. First 5 LA will also maintain its level of financial support for the following LA Area Chamber of Commerce and Chamber activities and special events which present opportunities for First 5 LA to elevate and advance our Strategic Plan goals to include ACCESS DC \$15,000; ACCESS Sacramento \$10,000; ACCESS LA \$5,000; LA Chamber Annual Inaugural Dinner \$5,000.

4) LA Partnership for Early Childhood Investment— LA PECI (\$30,000)

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 2020-2028 Strategic Plan. This year, the Partnership is supporting Family Supports efforts, the African American Infant and Maternal Mortality initiative, and increasing Earned Income Tax Credit benefits for families with young children, 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.

5) LA-N-Sync (\$25,000)

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 2020-2028 Strategic Plan Priority Outcome Areas and Investment Strategies. Specifically, LA-N-Sync will support efforts under the Communities food security objective area to increase access to CalFresh benefits in partnership with DPSS. 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. Funds are also included in FY 21-22 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 21-22 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.

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

6) LA Funders Collaborative (\$25,000)

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 2020-2028 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 21-22 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. In FY 21-22, the First 5 LA budget includes \$11,000 for annual membership and board dues for the First 5 LA Executive Director, \$2,000 annual organizational membership dues.

Funds are included in FY 21-22 to ensure First 5 LA will have the ability to take advantage of immediate strategic partnership opportunities, such as the LA Funders Collaborative. In FY 20-21, members increased the contribution rate to \$2,500 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.

7) Policy and Advocacy Stakeholder Engagement Events (\$150,000)

First 5 LA has historically supported a number of events and activities which highlight important early childhood policy issues, educate decision-makers on early childhood priorities, and influence policy and systems change. These include Advocacy Day, California State Legislative caucus, policy retreats, and policy conferences and speaker series which elevate First 5 LA priorities.

Funding will support virtual engagements with advocacy partners to elevate the importance of early childhood development and family friendly policies. This will include in Q1, Q2 and Q3 of FY21-22 Advocacy Day, California State Legislative caucus policy retreats, and policy conferences and speaker series which elevate First 5 LA priorities. In FY21-22, the total budget for this will also include activities to engage caucus and sectors groups (philanthropy, business, and justice groups). Due to the current pandemic, COVID-19 and recent conversations regarding state and LA County guidelines for events, we expect these stakeholder engagement activities to materialize in FY21-22 as events taking place within a virtual context. The costs identified for these activities are subject to change based on actual need as more information is made available.

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

The proposed FY 21-22 budget for Organizational Memberships and Stakeholder Engagement Efforts (previously referred to the Policymaker Education Efforts and Policy Events under the Communication Sponsorships Department Budget) reflects an approximately 37.5% increase in funding. As explained in the spending plan and methodology and program summary, this is a function of the shift from the Communications Department Budget to First 5 LA's newly created Office of Government Affairs and Public Policy (OGAPP), which allows First 5 LA's stakeholder resources to include policy events, grantmaking and membership organizations to be more integrated and aligned with First 5 LA's 2020-2028 Strategic Plan.

Organization membership dues were also moved from the Humna Resources & Talent Management and the Executive Directors Office to newly created Office of Government Affairs and Public Policy (OGAPP). These funds include the First 5 Association membership fee, California Chamber of Commerce and Civic Alliance.

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Federal Policy and Sustainability Advocate	\$175,000		\$100,000		-42.85%

Program Summary

First 5 LA first conducted a competitive procurement process to select a federal advocate in FY 12-13 and re-procured a federal advocate in FY 16-17. The current agreement with First 5 LA's federal advocate, The Raben Group, ends on May 30, 2021.

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 federal policy agenda. The advocate employs 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 First 5 LA and the First 5 network's behalf.

Since FY 12-13, First 5 LA has been the sole funder of the First 5 network's federal policy development and advocacy capacity. Until COVID-19, First 5 CA was in the process of competitively procuring a federal advocate to begin July 1, 2020, and First 5 LA was preparing to execute a strategic partnership with First 5 CA to contribute to the network's federal advocate and ensure a portion of the advocate's time can be used to focus on First 5 LA's priorities.

As a result of the COVID-19 pandemic, however, all new contracts at First 5 CA have been delayed and the federal advocacy procurement is unlikely to move forward until summer 2021. At the same time, federal advocacy needs have increased with COVID-19 to ensure that federal funding supports California, and LA County's, efforts to provide subsidized child development services like child care for essential workers and virtual home visits to families welcoming children into their lives. As a result of these issues, First 5 LA worked to extend the contract with The Raben Group to ensure federal advocacy support is available for First 5 Network policy priorities. First 5 LA is also continuing to plan to support a statewide federal advocacy contract with First 5 CA as the opportunity to procure a statewide contractor becomes available. The budgeted amount will contribute to federal policy strategic advisors or policy development support as engagement transitions over 21-22.

Spending Plan and Funding Methodology

First 5 LA will continue to support federal advocacy in FY 21-22 to contribute to a statewide First 5 network federal advocacy to be executed by First 5 CA.

First 5 LA has historically been the sole funder of a federal advocate to work on behalf of not only First 5 LA, but also the First 5 Association and First 5 CA. Since FY 2012-13, First 5 LA has contributed \$130,000 annually to a federal advocate.

Acknowledging the important role a federal advocate has for advancing California's early childhood development policy priorities, not just First 5 LA's, First 5 CA is in the process of competitively procuring a federal advocate to continue the work of federal advocacy on behalf of First 5 CA, the First 5 Association, and First 5 LA beginning May 1, 2020. Due to state restrictions on procuring new contracts resulting from the COVID-19 pandemic, First 5 CA was delayed in procuring a federal advocate until at Spring 2020, though First 5 CA remains committed to executing an agreement. First 5 CA still plans to enter into a \$450,000 contract with a federal advocate in FY 20-21 to cover a three year term, expanding capacity to conduct federal advocacy on behalf of the First 5 network. Additionally First 5 CA will be pursuing a federal policy development and coalition membership RFP. First 5 LA plans to contribute \$75,000 to the coordinated advocacy efforts and First 5 CA executed contract, allocated in this budget item. This would allow First 5 LA to direct up to 30% of total contract toward LA County specific priorities.

The main cost component to support federal advocacy is personnel; travel and materials are also a key cost for federal advocates who frequently need to meet in person and print materials for meetings in Washington DC. Though widespread travel is not expected in the short-term, the federal government continues to complete its work via in person meetings and hearings, and travel by contractors may be necessary.

Initiative

Policy Agenda/Advocacy

Investment Category

2020-2028 Strategic Plan

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

Reduction of lobbying support federal advocacy efforts coordinated by First 5 California.

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
State Policy and Sustainability Advocate	\$440,000		\$448,000		1.81%

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 21-22 is based on \$26,000 per month, which is the same rate utilized in FY 20-21. 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 20-21 budget, and is envisioned to continue to support the implementation of the new strategic plan, as needed, to inform and advise strategies to leverage Medi-Cal funding for health and family strengthening investments.

CalStrat's contract was renewed via competitive procurement in November 2017, and will be renewable through 2022. The Office of Government Affairs and Public Policy will be working with CAP to solicit a competitive procurement in Fall of 2022 for a revised scope of work and reduced budget to reflect the expanded capacity and strategic advantage First 5 LA has developed. The new procurement will be aimed for contract start in November 2022.

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

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Strategic Plan Advocacy Strategies	\$1,010,000		\$1,263,000		25.04%

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 21-22 budget includes costs related to the following activities:

- (1) California Strategies (\$192,500) to coordinate and strengthen the State Early Care and Education Coalition. This reflects a one-time increase of \$42,500 from FY 20-21 to reflect Coalition coordination under a new governance structure, three sub-committees, possible alignment to federal opportunities and California Strategies' on-going strategic political guidance. In FY 21-22, California Strategies will continue to grow and build up capacity of the coalition and further expand the state and federal investment in our ECE system. First 5 CA also provides funding support to the ECE Coalition, focused primary on communications strategies and Coalition coordination. Forty-four percent of the total FY 21-22 funding for the ECE Coalition will come from First 5 LA. The total First 5 LA cost for facilitating and supporting the ECE Coalition is \$192,500.
- (2) Community Partners (\$65,000) to continue supporting the implementation of the expanded Early Childhood Development Policy Advocacy Fund (ECD PAF) Funds. These funds will continue support expanded PAF administration, oversight, and learning activities conducted by Community Partners and its consultants.
- (3) Masters Policy Consulting(\$150,000) to continue supporting staff training and technical assistance related to policy and systems change. The contract with Masters Policy Consulting, an advisory firm working to build staff knowledge and capacity of systems and policy change strategies, is focused on training staff and partners in systems and policy change best practices, and providing technical assistance for specific systems and policy change projects aligned with the strategic plan.
- (4) First 5 Association (\$700,000) 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. First 5 LA recommends maintaining the same level of support for the Association and the First 5 Center for Child Policy as provided in FY 19-20. Previously we have budgeted in the Communications, Health Systems and Policy teams but are centralizing the budget in 21-22 to better reflect and coordinate the funding. Activities supported from 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. OGAPP anticipates a midyear budget adjustment to support one-time investments the Association is developing to support network sustainability, learning hubs and strategic communications.

Association-led policy work is expected to continue to increase in FY 20-21 with a particular focus on a few critical initiatives: 1) the coordination of a statewide First 5 approach to addressing new tobacco-related product policies, regulations, and taxes which impact Proposition 10 revenues; 2) 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, including the development of the Early Childhood Master Plan, Early Childhood Policy Council, and Medicaid Healthier California for All initiative (CalAIM); and 4) the integration and development of an early childhood development policy agenda inclusive of family strengthening, early intervention, and early learning priorities.

In addition to core Association activities, First 5 LA's funding will support the ongoing development of the First 5 Center for Child Policy, the 501(c)3 arm of the Association previously known as the California Children and Families

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Foundation. In FY 18-19, the Center 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. In FY 19-20, the Center received implementation grant funding from the Pritzker Children's Initiative, Heising Simons Foundation, and Packard Foundation among others to promote statewide early childhood work on census, communications and messaging, and support for a stronger early childhood health advocacy field. First 5 LA collaborates with the Center on statewide child health policy, and relies on the Center's relationships with key child health advocacy organizations like The Children's Partnership, Children's Trust, and California Children's Hospital Association, among others.

5) Advocacy and Sector Engagement (\$155,000) to support sector advocacy strategies including business and stakeholder partnership. First 5 LA has previously collaborated and driven sector engagement strategies and will be transitioning to supporting roundtables and convenings that align shared priorities. First 5 LA will continue to collaborate and rely on relationships with key sector audience advocacy organizations like Public Private Partnerships, Council for Strong America, UniteLA and LA PECEI, among others.

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

Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Strategic Communications	\$2,700,000		\$2,500,000		-7.40%

Program Summary

Communications is recognized as critical for driving change in family-serving systems and is essential to further advance and execute First 5 LA's strategic priorities. As part of First 5 LA's 2020-28 Strategic Plan, communications and marketing will continue to be used to build public will to support changes to systems of services and policies so they work better for children and their families, and to influence the change of norms, attitudes, behaviors and beliefs.

During FY 21-22, the Office of Communications will continue developing and implementing strategic communications and marketing efforts that build First 5 LA's reputation as an advocate and trusted source, engage and influence decision makers, and elevate awareness and create urgency on issues affecting young children and their families to help create lasting, equitable change. Efforts also include support of Internal Communications to create alignment, engagement and ambassadorship among First 5 LA staff.

These efforts are intended to help advance the 2020-28 Strategic Plan's results areas and support First 5 LA's policy and systems change efforts. In the context of the COVID-19 pandemic, these communications and marketing efforts will focus on how prioritizing the needs of young children and families in local, state and federal budget and policy decisions is essential to the state's economic recovery and lasting stability.

The proposed budget request for Strategic Communications includes funds for communications expertise to support the development and execution of First 5 LA's programs, efforts and initiatives. This includes line items for three communications contracts to support several strategies including public relations, content creation and storytelling, as well as social media and digital marketing to amplify with urgency the stories of young children and their families. This line item also includes audience research and analysis on the attitudes and beliefs of the general public and parents on early childhood development that will be used to shape public will-building efforts, as well as targeted audience research to support specific issue-based campaigns.

Efforts outlined in the Office of Communications' Strategic Marketing budget are intended to support and complement outreach to targeted audiences to inform and influence decisions that prioritize young children in budget and policy decisions. In collaboration and consultation with Center Teams and Offices, the Office of Communications' marketing outreach strategy will now focus narrowly and more intensely on normalization and behavior change to support specific programs and efforts, with an emphasis on reaching "hard-to-reach" communities using in-language communications and making the most of trusted messengers.

These strategies are further supported and complemented by efforts outlined under the Office of Communications' Strategic Partnerships budget to build the capacity of newsrooms to cover health and early learning issues affecting young children under the age of 5 and their families to help build public awareness and public will. By elevating these issues through thoughtful reporting in outlets trusted and respected by decision makers, First 5 LA will continue to help catalyze decisions by key stakeholders to help drive policy and systems change.

Spending Plan and Funding Methodology

The methodology used to develop this budget is based on unique scope of work estimates for activities planned in FY 21-22, including support for Internal Communications; support for public will-building efforts, development of issue-based campaigns in partnership with the Office of Government Affairs & Public Policy and Center Teams, as well as analysis and refinements to First 5 LA's websites and digital properties; and qualitative and quantitative research on the public's perceptions of early childhood development and connecting audiences to First 5 LA's mission, vision, and work.

The Office of Communications is currently developing specific strategies to advance organization-wide goals and achieve Short-Term Markers of Progress (STMPs). This strategic communications planning process is slated to conclude by the end of Q1 of FY 21-22. The estimates used in this budget are based upon preliminary conversations with Center Teams and Offices to identify strategies and recommended tactics the Office of Communications could deploy to reach specific organization-wide goals, objectives and STMPs. The Office of Communications will adjust the budget at midyear of FY 21-22 to better reflect estimated spending on projects once the strategy is developed,

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

The methodology also includes defined costs associated with the utilization of agency partners with an expertise in strategic communications and marketing, social media and digital marketing, as well as multimedia creative services.

Program Detail

1) \$2,500,000 General Communications and Marketing Support for First 5 LA Programs, Efforts, and Initiatives:

During FY 21-22, the Office of Communications will partner with Center Teams and Offices to provide strategic communications and marketing counsel to reach target STMPs and achieve the goals of the 2020-28 Strategic Plan. The proposed budget request includes \$2,200,000 for strategic communications and marketing services to engage decision makers; build upon First 5 LA’s reputation and brand; elevate awareness and urgency among key stakeholders; support Internal Communications efforts; and provide general communications support and coordination for County agency and coalition-led efforts aligned with First 5 LA’s goals.

In FY 20-21, three agencies with specific scopes of work were procured through the Request for Qualifications (RFQ) process and will continue to lead several streams of work critical to First 5 LA’s policy and systems change efforts, as well as provide strategic counsel to advance organization-wide goals. The goal of employing diverse agency expertise is to design insightful integrated communications and marketing campaigns that inform, educate and influence the change of norms, attitudes, behaviors and beliefs of early childhood development.

Rescue Agency, LLC (Rescue) was awarded the Integrated Communications and Marketing contract to lead development of data-driven, research-based creative concepts to maximize reach and engagement of target audiences and build upon current and future public will building and behavior change campaigns and initiatives. BARÚ Advertising, Inc. (BARÚ) was awarded the Social Media and Digital Marketing contract to provide strategic, data-driven creative concepts to maximize reach and engagement of target audiences and build upon current and future social media and traditional marketing campaigns utilizing First 5 LA’s social media channels (Facebook, Twitter, Instagram) and digital platforms and distribution channels (websites, e-newsletters). Bumpercar, Inc. was awarded the Multimedia Creative Services contract to provide a full range of multimedia production services (video, collateral, webpage design, graphic design for print collateral, advertising creative, etc.) to complement and enhance integrated communications and marketing, and social media and digital marketing projects.

In FY 21-22, the Office of Communications’ Strategic Communications work will continue to focus on developing integrated communications and marketing strategies to further advance First 5 LA’s strategic priorities, specifically to help build engagement and trust with target audiences and advance our advocacy efforts.

In FY 21-22, with the support of Rescue Agency, the continued work will include development of data-driven, research-based creative concepts to maximize reach and engagement of target audiences and builds upon current and future public will building and behavior change campaigns and initiatives. Support also includes earned media relations (local, regional, statewide and national press) and public relations strategic insight and message development to reach target audiences. For example, in consultation and collaboration with the Office of Government Affairs & Public Policy, the Office of Communications will develop “issue-specific” campaigns and engagement efforts to target key stakeholders and general public in an effort to build understanding of the critical need and opportunity to support the healthy development of young children with a “whole family, whole child” framing in funding, policy and practice decisions.

In FY 18-19, the Office of Communications 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 21-22, Rescue will support the Office of Communications to 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 as part of a broader public will-building effort for equitable policy and systems change for young children and their families, and directly contributes to STMP #14 to gain insight into messaging that will resonate with target audiences as foundational to the development and adoption of common language between home visiting, Early Identification and Intervention, Help Me Grow, and Early Care and Education system partners that reflects the services and goals of early identification and intervention priorities. The Office of Communications will also continue to share relevant research externally to engage decision-makers and stakeholders, and to propel First 5 LA’s policy agenda and

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

In FY 21-22, Rescue also will continue to support Internal Communications to meet content development needs and production of organization and brand style tools for organization-wide use, including but not limited to the First 5 LA Writing Style Guide.

The blended retainer and task order contract with Rescue Agency is not to exceed \$1.2 million in FY 21-22.

The Office of Communications also will continue to deploy social media and digital marketing strategies to maximize reach and engagement of target audiences and amplify storytelling that lifts-up the urgency of early childhood development issues. In FY 21-22, the Office of Communications will continue to work with BARÚ to develop strategic, data-driven creative concepts and build upon current social media and traditional marketing campaigns. This will include creative asset production (graphics, animation used across social media platforms and F5LA websites), paid media strategy (see Strategic Marketing budget for further details on paid advertising budget), content/storytelling strategy and planning, online community management, as well as measurement and reporting on the impact of executed strategies and tactics. Examples of past campaigns include a “Issue Explainer” video series developed to educate and engage target audiences via digital and social media platforms on the areas of early learning, home visiting and Early Identification and Intervention/developmental screenings. In FY 21-22, campaign development utilizing social media and digital platforms will be done in partnership with Center Teams and Offices to further advance and elevate priorities.

Additionally, BARÚ will serve on the Internal Communications digital community production team to provide expertise in web-based user experience and content structure in development of a SharePoint content dissemination and repository hub for all employees.

This blended retainer and task order contract with BARÚ is not to exceed \$650,000 in FY 21-22.

In support of the integrated communications and marketing, as well as the social media and digital marketing strategies, a full range of multimedia production services will be provided by Bumpercar, Inc. In FY 21-22, project-based work includes, but is not limited to, message development, copywriting, graphic design for print, digital, social media and presentations, photography, photo cataloging and organization, videography, film editing, audio production, post-production and related services, and coordination with other entities and agency partners as projects require. Such projects include a new “About First 5 LA” video that visually explains the refined 2020-2028 Strategic Plan, our role as policy and systems change agents and our North Star, as well as ongoing support for Office and Center Team programs (i.e., production of collateral materials, promotional items, and video content).

In FY 21-22, Bumpercar, Inc. also will serve on the Internal Communications digital community production team and provide expertise in First 5 LA brand and design in development of a SharePoint content dissemination and repository hub for all employees.

This fee for service contract with Bumpercar, Inc. is not to exceed \$350,000 in FY 21-22.

In addition, \$300,000 has been allotted for editorial, translation, video production, and other content creation support services that are outside of the scope of work of vendors previously contracted through the RFQ process. This includes reporting, writing, and copyediting/proofing services provided by contracted vendors, HyperTexted, LLC, and Christina Hoag.

Change from Prior Year (if >+-20%)
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Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Strategic Communications Partnerships	\$600,000		\$539,000		-10.16%

Program Summary

Program Summary:
 Communications is critical for catalyzing decisions by key stakeholders to drive change among systems, communities and families. As part of First 5 LA’s 2020-28 Strategic Plan, communications will be used to continue the agency’s policy and systems change, practice change, and public will-building work.

During FY21-22, the Office of Communications will build upon learnings from previous investments in strategic communications partnerships to engage decision makers on early childhood development issues. Past fiscal years have included direct investments to fund organizations and news outlets to build their capacity to cover issues affecting young children and their families, with a focus on early education and health care delivery systems. This complements the efforts of First 5 LA’s Office of Government Affairs & Public Policy to elevate awareness and engage decision makers. By elevating these issues through thoughtful reporting in outlets trusted and respected by decision makers, First 5 LA has been able to help catalyze decisions by key stakeholders to help drive policy and systems change.

The Office of Communications values the goal of building the capacity of newsrooms to cover health and early learning issues affecting young children under the age of 5 and their families. It is essential to helping build public awareness and public will to create lasting change and aides in the effort to change behaviors and beliefs. The COVID -19 pandemic adds an increased urgency to the credible coverage of these issues. However, one learning from First 5 LA’s previous investments was the management of multiple grantees inhibits the Office of Communications from fulfilling its core competencies. For FY21-22, the Office of Communications will develop a single strategic partnership with one organization to manage a portfolio of grants that seeks to accomplish this same goal.

Funding includes:

- 1) \$539,000 Strategic Partnerships to Engage Decision Makers on Early Child Development

Spending Plan and Funding Methodology

The FY 21-22 budget reflects the role of communications in advancing the 2020-2028 Strategic Plan’s policy and systems change goals.

The Office of Communications is currently developing specific strategies to advance organization-wide goals. This strategic communications planning process is slated to conclude by the end of Q1 of FY 21-22.

The estimates used in this budget are based upon preliminary conversations with Center Teams and Offices to identify a menu of tactics the Office of Communications could employ to reach specific organization-wide goals, objectives and Short-Term Markers of Progress (STMPs). The Office of Communications will adjust the budget at midyear of FY 21-22 to better reflect estimated spending on projects once the strategy is developed, narrowed and aligned.

The methodology used to develop this budget is based upon analysis of several years of experience with managing grants similar in scope, learning best practices from other funders, and analyses of the costs associated with the development, implementation and evaluation of these strategic partnerships.

Program Detail

- 1) \$539,000 Strategic Partnerships to Engage Decision-Makers on Early Childhood Development

As part of public will-building efforts, it is essential to support the capacity of news outlets to cover early childhood issues to help elevate and explain their importance and urgency. This helps inform, captivate, and catalyze decisions by leading stakeholders to prioritize young children, complementing the advocacy efforts of the Office of Government Affairs & Public Policy, and the priorities of the Center for Child & Family Impact.

First 5 LA will continue strategic partnerships with the Center for Health Reporting and Pacific Oaks College to

Initiative	Investment Category
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Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future
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produce impactful reporting on early childhood development for local and statewide audiences. Both of these agreements are in their final year.

This funding also will be utilized to create a strategic partnership with the Los Angeles Partnership for Early Childhood Investment (LAPECI) to begin a shift in strategy from direct management of these grants to building a pooled fund with other potential funders.

First 5 LA's purpose in joining a pool of potential funders for this effort, and existing LAPECI efforts, including the Atlas Family Foundation, the Tikun Olam Foundation and The Carl & Roberta Deutsch Foundation, is to support efforts to build public will as part of the 2020-28 Strategic Plan.

The strategic partnerships are funded as follows:

The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics: \$125,000 (Year 2 of a 2-year partnership)

The Pacific Oaks College Early Childhood Journalism Fellowship: \$164,000 (Year 2 of a 2-year partnership)

The budget reflects anticipated cost of a two-year strategic partnership in FY 21-22 for the amount of \$250,000 to be part of a pooled fund with The Los Angeles Partnership for Early Childhood Investment.

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

Three strategic partnerships from FY 20-21 were in the last year of their contract agreements. This includes the USC Annenberg Center for Health Journalism National Health Journalism Fellowship at \$36,000, Fostering Media Connections at \$75,000 and CalMatters at \$75,000. Based on a shift in strategy, these agreements will not be renewed in FY 21-22.
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Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Strategic Marketing	\$2,063,000		\$1,575,000		-23.65%

Program Summary

During FY 21-22, the Office of Communications, in partnership, collaboration and consultation with the Center for Child & Family Impact teams and Office teams, will use marketing strategies to reach, educate, engage and influence the public, parents, caregivers and the community. Anchored in research and First 5 LA’s strategic direction, strategic marketing efforts will help catalyze changes in behavior – such as reaching new and expectant parents to normalize the use of Home Visiting, defining “quality” for parents seeking childcare, and explaining to key stakeholders and the public how children under the age of the 5 are a “special population” that should be prioritized in budget and policy decisions.

The Office of Communications’ previous marketing strategy included using broad-based parent education efforts on evergreen parenting topics such as nutrition, school readiness and the protective factors. In partnership, collaboration and consultation with the Center for Child & Family Impact teams and Office teams, the Office of Communication’s FY 21-22 marketing outreach strategy will focus narrowly and more intensely on normalization and behavior change to support specific programs and efforts, emphasizing “hard-to-reach” communities, using in-language communications, and making the most of trusted messengers to help advance the 2020-28 Strategic Plan’s results areas and support First 5 LA’s policy and systems change efforts.

For example, in the context of the COVID-19 pandemic, communications and marketing efforts will focus on how prioritizing young children in budget and policy decisions is essential to the state’s economy and its recovery.

The proposed budget request includes funds for paid advertising to be used in strategic alignment with First 5 LA’s public education campaigns and strategic marketing efforts, and toward the development of content and production of materials and collateral items to connect with audiences and help advance First 5 LA’s organization-wide goals.

Spending Plan and Funding Methodology

- Investments
- \$500,000 Marketing Strategies to Educate and Engage Parents and Caregivers on Early Childhood Development Programs and Services
- \$400,000 Marketing Strategies to Educate and Engage Policy and Decision-makers, Stakeholders, and Non-parents to Build Public Will on Policy and Systems Change for Early Childhood Development
- \$250,000 Strategic Marketing Partnerships for Public Service Announcements (PSAs) and Content Integration
- \$425,000 Printing material, collateral items, and direct-to-home mailing to Reach “Hard-to-Reach” Audiences

The FY 21-22 budget reflects the role of marketing strategies to reach, educate, engage and influence target audiences and drive them to action. These audiences include policy and decision-makers, parents, the public, community members and partners.

The Office of Communications is currently developing specific strategies to advance organization-wide goals. This strategic communications planning process is slated to conclude by the end of Q1 of FY 21-22. The estimates used in this budget are based upon preliminary conversations with Center, Teams and Offices to identify a menu of tactics the Office of Communications could deploy to reach specific organization-wide strategic goals, objectives and Short-Term Markers of Progress (STMPs). The Office of Communications will adjust the budget at mid-year of FY 21-22 to better reflect estimated spending on projects once the strategy is developed, narrowed and aligned.

To help build this budget, analysis and historical measurements of success (analytics, impressions, surveys) over several years of marketing has helped hone-in on strategy that helps align results toward First 5 LA’s North Star. Included are costs associated with creating, developing and distributing targeted content, paid media advertising placements and production of associated campaign materials.

Program Detail

- 1) \$500,000 Marketing Strategies to Engage Parents and Caregivers on Early Childhood Development Programs and Services

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:
Focusing for the Future

Marketing strategy engagement efforts will be focused on issues-based campaigns reflective of the four results for families to help audiences understand the benefits, modes of access, and reasons to prioritize Early Care and Education, Early Identification and Intervention services, and family supports such as Home Visiting. Ultimately contributing to First 5 LA reaching its strategic goals.

These efforts will complement First 5 LA's advocacy efforts by incorporating calls-to-action and will help catalyze changes in behavior. For example, reaching new and expectant parents to normalize and destigmatize the use of Home Visiting, and helping to build an understanding of "quality" in Family, Friend and Neighbor childcare settings. The efforts will explain to key stakeholders and the public how children under the age of 5 are a "special population" that should be prioritized in budget and policy decisions. Ultimately, helping First 5 LA reach its organization-wide goals.

This request for funding supports advertising placements targeting a parenting and caregiver audience and other logistical support services like content development and materials production.

Cost estimates are based on previous spending on work conducted in FY19-20 for the US Census campaign in collaboration with the First 5 Association. \$449,000 was invested for ad placements in English, Chinese and Spanish on tv program integration segments, radio (both on-air and digital), newspapers and outdoor (convenience stores, transit, digital billboards). The ads delivered close to 50,000,000 impressions and helped drive behavior change among parents, encouraging them to participate in the census to help prevent the undercount of children 5 and under.

In FY 18-19, \$300,000 was spent on the "Asking is Advocacy" campaign, for out-of-home, radio and print advertising, to encourage parents to be advocates for their children during daily life activities like going to the pediatrician or engaging with schoolteachers.

Consistent with First 5 LA's Diversity, Equity and Inclusion value, the Office of Communications will continue to use a variety of tactics to reach and be inclusive of "hard-to-reach" audiences. This will extend the impact of First 5 LA's marketing efforts to reach audiences that may not have access to the internet and consume more traditional media, such as mainstream broadcast TV and terrestrial radio. Alternate languages, such as Spanish and Chinese, and ethnic media outlets will be used to reach audiences equitably. The Office of Communications also will continue to leverage its relationships with media partners to secure value added opportunities extending the reach of the budget allocation. Historically, providing up to 30% over invested budgets.

2) \$400,000 Marketing Strategies to Build Public Will on Policy and Systems Change for Early Childhood Development

As part of its broader communications and marketing efforts to advance the 2020-28 Strategic Plan, First 5 LA also will use paid media advertising and marketing efforts targeting policy and decision-makers, stakeholders, and non-parents, focused on the importance of child development and the programs and services needed to reach this "special population" of young children and their families. These efforts will be executed in collaboration with the Strategic Initiatives stream of work.

This request for funding will provide marketing support, such as targeted paid media advertising placements and other logistical support services as a key component to complement and help amplify and promote advocacy efforts. This work will be for "issue-specific" public education and engagement efforts and will incorporate calls-to-action to help build public understanding of the critical need for prioritizing young children in budget funding, policy and practice decisions.

Diverse outlets are typically used to reach this audience, for example: Local newspapers and public radio.

3) \$250,000 Strategic Marketing Partnerships for Public Service Announcements and Content Integration

Funds for Public Service Announcements (PSAs) and content integration will be used to complement public education efforts by creating strategic marketing sponsorships with local broadcast television and radio outlets for Public Service Announcements, and digital and print advertising, and through programming or editorial content integration. Content integration differs from advertising in that it allows First 5 LA to sponsor "in-show" segments or

Initiative	Investment Category
<p>Communications & Marketing</p> <p>“sponsored” editorial focused on early childhood development and parent advocacy, making the most of an outlet’s trust with its audiences. This creates opportunities to normalize and destigmatize early child development programs and services, in support of specific Center for Child & Family Impact teams and organization-wide goals. Estimates are based on previous strategic partnerships that have ranged in cost from \$250,000 to \$350,000. Examples of this work are the morning show segments that ran on Telemundo for the Census participation campaign. Some of these outlets integrate targeted community event sponsorships.</p> <p>4) \$425,000 Printing and Mailing to Reach “Hard-To-Reach” Communities</p> <p>First 5 LA previously published the “Parenting Guide,” a quarterly publication for parents and caregivers in L.A. County, as well as a variety of collateral materials and mission-aligned promotional items distributed at events to reach traditionally “hard to reach” communities, build relationships of trust with the public and targeted audiences, and connect them with our mission, our vision and our work.</p> <p>As part of issue-based campaign strategies being developed by the Office of Communications in Q1 of FY 21-22, preliminary research has found that a shift from an event-based strategy to a more focused and specific direct-mail marketing strategy can be effective in engaging parents in “hard-to-reach” communities. The Office of Communications will develop issue-based campaigns to target, in part, audiences who do not consume digital media and are more comfortable being communicated with in a language other than English. This approach may include using consumer-level marketing data to specifically target and reach audiences in the language with which they are most comfortable. As well as parents and community members with specific characteristics – such as women within an ethnic group under-enrolled in Home Visiting services within a geographic service area – identified by Center for Child & Family Impact teams and Office teams to help advance their goals.</p> <p>For example, available consumer marketing data has identified approximately 40,000 mailable households with children under age 5 in Best Start Communities. A direct mail marketing program would cost approximately \$80,000 for four quarterly mailings. Similarly, there are nearly 200,000 mailable households with young children across L.A. County. A countywide mailing program of four quarterly mailings would cost approximately \$320,000.</p> <p>The frequency and scope of such direct mailing programs is still under consideration and will be determined in consultation with Center for Child & Family Impact teams and Office teams. This effort will also complement other marketing efforts such as Public Service Announcements (PSAs) and content development.</p> <p>This funding also includes \$25,000 to support First 5 LA’s agency-wide printing (such as business cards, letterhead, flyers, booklets, brochures and other printed materials, including signage needed inside the First 5 LA offices).</p> <p>The frequency and scope of such direct mailing programs is still under consideration and will be determined in consultation with Offices and Teams. This effort also will complement other marketing efforts such as PSAs, content development and community event sponsorships.</p> <p>This funding also includes \$25,000 to support First 5 LA’s agency-wide printing (such as business cards, letterhead, flyers, booklets and brochures and other printed materials). This includes printing and signage needed inside the First 5 LA offices.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
<p>Change from Prior Year (if >+-20%)</p>	

Office of Data for Action

Initiative	Investment Category
Data Development	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Annual Reporting	\$0		\$74,000		0.00%

Program Summary

This budget item will fund a consultant to collect, analyze and report data and develop an LA County brief using data collected in support of our Annual Report submission to First 5 California. The brief will describe and summarize First 5 LA investments, grantees and contractors, children and family members reached, our system change efforts and success stories. Additionally, the brief will support efforts to report on strategic plan progress.

The following provides a more comprehensive overview of the work envisioned.

PROJECT DESCRIPTION: The Annual Reporting project includes a report created by First 5 LA and submitted to First 5 California in alignment with Proposition 10 requirements. The report developed for First 5 California summarizes First 5 LA’s past fiscal year’s accomplishments and investments. Additionally, the proposed work will include an LA County Data brief and data mining to facilitate local use of data.

The proposed work enables First 5 LA to hold itself accountable to our mission and vision for LA County children and families by examining and reflecting on what we invest in and who our investments are reaching. This understanding and accountability can inform future investments. The data mining component of the proposed work will also enable First 5 LA to elevate policy and systems change work and highlight accomplishments and success stories.

The Annual Reporting project aims to create the following conditions:

- 1) First 5 LA will maintain compliance with First 5 California reporting requirements
- 2) First 5 LA staff and key local stakeholders will understand what First 5 LA is investing in and who its investments are reaching and impacting

WORKSTREAMS:

1. Annual Reporting
2. LA County Data Brief
3. LA County Data Mining Preparation

STRATEGIC PRIORITY ADVANCEMENT: Strategic Priority 3 Expand Influence and Impact with Data. The Annual Report work will provide First 5 LA with an overview of its impact in LA County. Specifically, data disaggregated by geography and race/ethnicity and the success stories will facilitate access, use and sharing to internal and external stakeholders including First 5 LA staff and partners in the Best Start geographies. Understanding the possible disparities elevated in First 5 LA’s investments can also serve to inform First 5 LA’s investment policies and practices.

DEI Value: The Annual Report work will provide insight to who is reached and impacted by First 5 LA’s investments and in what ways investments have been successful. The data reported through Annual Reporting process will serve First 5 LA by allowing it to take a closer look at the demographics of the people served by its investments and make informed decisions to respond to any disparities in its investments.

Spending Plan and Funding Methodology

(1)The funds requested for this year will be used to hire a consultant team to achieve the following objectives associated with three workstreams.

WORKSTREAM 1: ANNUAL REPORTING a) Identify and implement the necessary updates to Annual Reporting training materials, provide training, and offer technical assistance b) Collect and analyze grantee data in alignment with First 5 CA Guidelines c) Develop a codebook based on implementation experience d) Complete of Annual Reporting requirements to First 5 CA and prepare all necessary presentation materials

WORKSTREAM 2: LA COUNTY DATA BRIEF a) Develop LA County Data Brief to support data use b)

Initiative	Investment Category
Data Development	Research & Evaluation

Collaborate with First 5 LA for input and design

WORKSTREAM 3: LA COUNTY DATA MINING PREPARATION a) Prepare a finalized data set to support data use

(2) Cost estimates are based on 490 hours of work at \$150 per hour which rounds to \$74,000. The hourly rate is consistent with the rate used for comparable services.

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

This work will have an increase of over 20% from FY 20-21 because includes program costs for a consultant to collect Annual Reporting data, develop a codebook to document assumptions and coding decisions, work collaboratively with the Office of Communications on the LA County Data Brief and the preparation of a data mining file. The increased costs reflect a greater need for consultant support in the Annual Reporting process.

Initiative	Investment Category
Data Development	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Data Policies & Practices	\$25,000		\$150,000		500.00%

Program Summary

The purpose of the Data Policies and Practices Project is to establish and adopt organization-wide data policies and practices to facilitate access to data that is aligned with the First 5 LA Data Strategy. This work will support First 5 LA with revising and developing universal policies and practices related to issues of data requirements, ownership, sharing and protecting confidentiality. The proposed work includes (a) conducting a needs assessment to identify and prioritize the need for new or refined policies and practices, (b) engaging teams in developing and refining data policies and practices, and (c) supporting and monitoring the adoption of new and refined data policies and practices.

The Data Policies and Practices Project will advance Strategic Priority #3 and #4. The goals of are to optimize our effectiveness by (a) aligning and adapting our business processes to bring consistency to the way we obtain data and how we ensure confidentiality when collecting and sharing data, (b) developing universal data policies and practices that increase our efficiency to obtain data and adopt data sharing agreements with contractors and grantees, which can reduce staff and financial resources, and (c) providing access to data needed to measure the progress of our Strategic Plan.

Spending Plan and Funding Methodology

(1) The funds requested for this year will be used to hire one or more consultants to achieve the following objectives associated with three workstreams.

WORKSTREAM 1: Needs Assessment. This workstream will consist of a needs assessment to 1) assessing the current and desired state of First 5 LA data policies and practices, as they relate to data requirements, ownership, sharing and confidentiality; 2) identifying and prioritizing revisions to existing policies and practices and development of new ones; 3) determining the approach to development of prioritized policies and practices.

WORKSTREAM 2: Policy Development. This workstream will involve 1) revising existing policies and practices; 2) developing new policies and practices;

WORKSTREAM 3: Policy Adoption. This workstream will involve 1) socializing new policies including training, communicating expectations and other activities; 2) supporting staff and teams with adopting and implementing new policies and practices

(2) Cost estimates are based on 1,000 hours of work at \$150/hour which totals \$150,000. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time needed to accomplish the objectives.

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

A total of \$25,000 for this project was included in the FY 20-21 budget as minimal work was anticipated beyond procurement. With the expansion of the scope of work for this project and the assumption that we will have a consultant on board by Q2, the total anticipated spending for FY 21-22 is \$77,000.

Initiative	Investment Category
Data Development	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Data Requests	\$5,000		\$5,000		0.00%

Program Summary

The purpose of this budget item is provide funds to First 5 LA to acquire various data sets on an as needed basis to support First 5 LA's information needs including purchasing data from state agencies such as the California Department of Education or Geographic Information System shape files in support of Impact Framework indicator tracking or other efforts.

Spending Plan and Funding Methodology

In FY 21-22 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+. Anticipated costs are based on previous experience purchasing these types of data sets.

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

Initiative	Investment Category
Data Partnership	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Children's Data Network (CDN)	\$850,000		\$850,000		0.00%

Program Summary

The purpose of the Children's Data Network (CDN) is to inform effective system delivery and policies through (1) improved system-specific and cross-system data infrastructure and (2) early childhood research focused on improving access and alignment of family-serving systems and assessing the effectiveness of preventative services. The purpose of CDN's linked administrative data is to leverage existing records to provide a holistic view of services received by families with young children, informing policies and practices to break down service siloes.

Spending Plan and Funding Methodology

The funds requested for FY21-22 will be used to fund the Children's Data Network to achieve the following objectives associated with four workstreams.

WORKSTREAM 1: SYSTEM-SPECIFIC DATA INFRASTRUCTURE: (a) Improve and expand the Home Visiting system in LA County by leveraging the Children's Data Network's early childhood and home visiting system expertise, and (b) Improve the Child Welfare System by leveraging the Children's Data Network's research and expertise to draw federal funding and integrate prevention services. In FY21-22, the focus will be on providing guidance and support to these systems to meet data and evaluation needs related to Families First Act funding.

WORKSTREAM 2: LINKED DATA INFRASTRUCTURE ACROSS SYSTEMS: (a) In collaboration with First 5 LA, inform the LA County Office of Child Protection efforts to build a countywide prevention metrics data system as part of the efforts to implement the LA County Prevention Plan, (b) Provide expertise on population-based data linkage and data system development and provide access to linked data related to early childhood to support statewide population-based data integration efforts at the state and local level, (c) Develop new and renew existing data sharing agreements with state and local agencies, including revisions based on data ownership changes brought in by the Governor's Early Care and Education Master Plan, and (d) Maintain up-to-date linked state administrative data in secure data systems.

WORKSTREAM 3: FIRST 5 LA'S DATA STRATEGY: (a) Inform First 5 LA's Data Strategy and Impact Framework by leveraging the Children's Data Network's expertise on measurement and data access approaches, and (b) the Children's Data Network will generate research products aligned with First 5 LA's Data Strategy that First 5 LA staff can use to inform and execute their strategies.

WORKSTREAM 4: DATA AND RESEARCH USE: (a) Complete the infrastructure of the Research Data Hub to facilitate secure access to deidentified linked administrative data by other researchers and county representatives, (b) Engage local leaders and county departments to facilitate use of findings, and (c) Share findings with State leaders to inform policy. In FY21-22, the focus will be to support access and use of LA County-specific data and research.

(2) Costs are based on historical trends since the beginning of the data partnership in 2012. These include:

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 University of California Berkeley, 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
Data Partnership	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
County Data Partnership			\$115,000		0.00%

Program Summary

The purpose of this partnership is to consolidate efforts to measure and track key indicators for children, families, and communities in Los Angeles. This partnership allows First 5 LA to access data related to our Data Strategy, which otherwise might be challenging to access. The proposed work includes (a) supporting CIOs efforts to finalize the remaining list of actionable indicators, and data sources, for the countywide prevention metrics, (b) obtaining data extracts to data that informs First 5 LA’s Impact Framework and additional prioritized data that supports First 5 LA’s Data Strategy. The goals of this partnership are to (a) obtain access to data needed to measure the progress of our Strategic Plan, (b) establish data policies and practices to expedite the obtainment of data needed for First 5 LA’s Data strategy, including the Impact Framework and (c) streamline data acquisition efforts by utilizing CIO’s Analytic Center of Excellence to analyze and publish data that informs First 5 LA’s Data Strategy.

Spending Plan and Funding Methodology

(1) The funds requested for this year will be used to achieve the following objectives associated with three workstreams.

WORKSTREAM 1: Countywide Prevention Metrics. This workstream involves supporting the LA County Office of the Chief Information Officer with the development of a Prevention Metrics Indicator product that informs stakeholders on the progress of the County’s Prevention Plan. First 5 LA will continue to support the development of the Prevention Metrics indicators and product on an annual basis.

WORKSTREAM 2: First 5 LA’s Impact Framework. This workstream involves analyzing and extracting data in support of First 5 LA’s Impact Framework. We anticipate the LA County Office of the Chief Information Officer will provide yearly (or real-time) data extracts. For FY 20-21, we allocated ~\$15,000 for this work, but anticipate in FY21 -22 the number of indicators (i.e. Result, Contextual, Long Term System Outcome, and Short Term Marker of Progress) the data provided will significantly increase, therefore cost estimates for FY 21-22 are higher.

WORKSTREAM 3: First 5 LA’s Data Strategy. Through this workstream, the LA County Office of the Chief Information Officer will provide First 5 LA with data that reflects our prioritized data needs. In FY 21-22, we anticipate OCIO will participate in discussions around our data strategy and assist with convening other county departments to have conversations around the data strategy.

(2) Cost estimates are based on 830 hours of work at \$138/hour which totals \$114,540. The hourly rate is consistent with the rate we currently are paying the LA County Office of the Chief Information Officer for this work. The hours were estimated based on the time needed to accomplish the objectives.

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

The anticipated spending for FY21-22 is \$115,000. The increase is justifiable, because during this year, the scope of the work will significantly increase. The LA County Office of the Chief Information Officer will be obtaining, analyzing and providing First 5 LA with data to measure an unknown increased number of Impact Framework indicators. We will also engage the LA County Office of the Chief Information Officer in conversations about First 5 LA’s data strategy and continue supporting the development of the Prevention Metrics work.

Initiative	Investment Category
Data Partnership	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
WIC Data Mining Research Partnership	\$547,000		\$384,000		-29.79%

Program Summary

The purpose of the WIC Data Mining Partnership is to leverage WIC's extensive administrative data and infrastructure to elevate parent voice about families' early childhood experiences and to better understand the health and well-being of WIC families in L.A. County, who make up almost half of First 5 LA's target population. The findings from the WIC Data Mining Partnership are intended to 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.

Spending Plan and Funding Methodology

(1) The funds requested for this year will be used to fund the Strategic Partnership with Public Health Foundation Enterprises, Inc. WIC to achieve the following objectives associated with four workstreams.

WORKSTREAM 1: MAINTAIN WIC ADMINISTRATIVE DATA SYSTEMS: Maintain up-to-date linked WIC administrative records in secure data systems.

WORKSTREAM 2: WELCOME BABY STUDY COMPARISON SAMPLE DATA COLLECTION: (a) Complete data collection for 3-month and 10-month timepoints, and (b) In collaboration with American Institutes for Research, complete planning and preparation for final data collection timepoint.

WORKSTREAM 3: FIRST 5 LA DATA STRATEGY: (a) Complete analyses for prioritized data needs in alignment with First 5 LA's Data Strategy, including data and analyses for the Impact Framework as well as initiative-specific and emergent data needs, and (b) generate research products that First 5 LA staff can use to inform and execute their strategies.

WORKSTREAM 4: DATA ACCESS AND USE: (a) The LA County WIC Website will be an up-to-date and easy to use tool for accessing key statistics on the conditions of L.A. County WIC families, including disaggregation by race/ethnicity and geography, and (b) First 5 LA's key partners, especially partners in Best Start Communities, will have an awareness of the data available to them through the WIC Data Mining Partnership and have access to key findings generated through the partnership.

(2) Funding estimates were based on previous years' cost expenditure data implementing administrative data maintenance and analysis, as well as estimates for data collection for the Welcome Baby Study. This includes:

- WIC Administrative Data Servers: \$9,000
- Incentives and Mailing Costs: \$32,000
- An estimated 2286 hours x \$150: \$342,900

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

Decreased costs are associated with the completion of 2020 LA County WIC Survey administration, which was completed in December 2020.

Initiative	Investment Category
Learning and Integration	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Assisting and Supporting Staff with Information for Specialized Tasks			\$119,000		0.00%

Program Summary

This budget item will fund the consultant necessary to support the infrastructure development of the Assisting and Supporting Staff with Information for Specialized Tasks (ASSIST) work. The ASSIST consultant will conceptualize, design, and execute an approach to developing First 5 LA's technical assistance and support infrastructure in alignment with First 5 LA's reorganization process. The following is a description of the overview, purpose, goals, objectives, and connection to First 5 LA's priorities and values.

PROJECT DESCRIPTION: The ASSIST work will develop the infrastructure required to support the effective delivery of technical assistance and support related to data, measurement, and evaluation at First 5 LA. The proposed work will include procurement of a consultant to support the development of the infrastructure, in addition to the development of the infrastructure.

First 5 LA's previous organizational structure produced unfruitful outcomes. In response, First 5 LA implemented a new structure to produce better outcomes by delivering the Office of Data for Action's expertise in a manner that benefits every individual and team. The new structure redistributes ownership of data projects to initiative leaders and establishes the role of the Office of Data for Action as technical assistant. In doing so, First 5 LA will benefit by ensuring that the people closest to the work are able to articulate their data-related needs and incorporate data into their work.

The ASSIST work aims to achieve the following conditions:

1. First 5 LA's staff have the capability to articulate their data-related priorities and integrate the data into their approach at every level of the organization,
2. First 5 LA's staff contribute to the advancement of First 5 LA's Data Strategy

Workstream 1: Infrastructure Development

STRATEGIC PRIORITY ADVANCEMENT: The ASSIST work will primarily advance Strategic Priority 4 by building the infrastructure necessary to promote a data-driven approach to First 5 LA's work at every level of the organization, inclusive of planning, funding, investing, and learning. By equipping First 5 LA with the capability to articulate data-related needs and integrate data into its work, First 5 LA's effectiveness will be optimized and advance Strategic Priority 4.

DEI VALUE: By implementing an organizational structure that promotes data-driven approaches to work, the ASSIST work repositions First 5 LA's staff to be better equipped to advocate for fair and just systems that serve young children and families. Specifically, if staff have the capability to call for better data quality and advocate for disaggregated data sets, then the projects they plan and implement will be better informed to serve the groups experiencing the most disparate outcomes.

Spending Plan and Funding Methodology

(1) The funds requested for this year will be used to hire a consultant to achieve the following objectives associated with one workstream.

WORKSTREAM 1: INFRASTRUCTURE DEVELOPMENT a) Develop the processes, tools, roles and responsibilities for submitting, assessing, and providing support for technical assistance (ASSIST) requests which will include the convening of a new advisory group b) Develop a system for recording and tracking ASSIST requests

(2) Cost estimates are based on 795 hours of work at \$150 per hour which rounds to \$119,000. The hourly rate is consistent with the rate used for comparable services.

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

Initiative	Investment Category
Learning and Integration	Research & Evaluation

There was no spending for this in the FY 20-21. The increase is greater than 20% because it launches the development of the infrastructure, which is work that has not been done before.

Initiative	Investment Category
Learning and Integration	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
First 5 LA Data Strategy	\$100,000		\$250,000		150.00%

Program Summary

The Data Strategy will articulate First 5 LA's prioritized data needs grounded in the strategic plan and the approaches we will use to address them. The proposed work includes (a) identifying and prioritizing data needs across the organization, (b) identifying the approaches to meeting prioritized data needs, and (c) facilitating the application and integration of data for intended purposes. The purpose of the proposed work is to ensure First 5 LA has the data needed to (a) optimize our effectiveness, (b) drive system change efforts and (c) measure the progress of our system change efforts. Goals of the Data Strategy include inspiring shared commitment to prioritized data needs and positioning First 5 LA to use data to inform resource allocation, strategy development, planning and decision-making. In FY 21-22, the funds in this line item will be used to engage a consultant to support with (i) data strategy development, (ii) data strategy implementation, and (iii) data strategy application. Once the Data Strategy has been developed we will expand our efforts to include disseminating and using the data that is generated. One tool we anticipate developing in support of this is a dashboard. Goals of the Data Dashboard include ensuring staff, commissioners and stakeholders have access to real-time aggregate and trend data that communicates progress of our systems change efforts and positions First 5 LA as a trusted data source among policy makers, community leaders and community members.

Spending Plan and Funding Methodology

(1) The funds requested for this year will be used to hire a consultant team to achieve the following objectives associated with three workstreams.

WORKSTREAM 1: DATA STRATEGY DEVELOPMENT (a) identify First 5 LA's prioritized data needs through the current implementation period (and if applicable the 2028 strategic plan) and (b) identify initial approaches to address prioritized data needs (assuming there may be subsequent steps that aren't determined at this stage). In FY 21-22 the focus will be on new work and work already underway.

WORKSTREAM 2: DATA STRATEGY IMPLEMENTATION (a) facilitate the alignment of ongoing data efforts with Data Strategy Priorities, (b) develop an approach and process to monitor and track data efforts and (c) develop an approach to quality assurance and adherence to the goals of the Data Strategy for ongoing data efforts. In FY 21-22 the focus will be on new work and work already underway.

WORKSTREAM 3: DATA STRATEGY APPLICATION (a) facilitate the application of findings, knowledge and learnings from the Data Strategy and (b) facilitate the sharing and dissemination of knowledge from the Data Strategy. In FY 21-22, the focus will be on work already underway.

(2) Cost estimates are based on 1600 hours of work at \$150/hour which totals \$240,000 and \$10,000 in direct costs such meeting expenses, travel and supplies. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time needed to accomplish the objectives.

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

The increased funding level is a due to the expanded scope of this work to include data needs and strategies associated with our internal operational performance in addition to programmatic and system focused efforts.

Initiative	Investment Category
Learning and Integration	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Impact Framework	\$125,000		\$430,000		244.00%

Program Summary

The purpose of the Impact Framework is to help navigate the complexity of First 5 LA's systems change work and hold ourselves accountable for progress towards the North Star. The Impact Framework compiles existing data related to First 5 LA's prioritized work to inform organization-wide planning and decision-making.

Spending Plan and Funding Methodology

(1) The funds requested for this year will be used to hire two consultants to achieve the following objectives associated with two workstreams:

WORKSTREAM 1: IMPACT FRAMEWORK MEASUREMENT: (a) First 5 LA will have revised Impact Framework Indicators that are aligned with the Strategic Goals and prioritized work of the organization, (b) First 5 LA will have identified accessible and quality data sources for Impact Framework Indicators, (c) First 5 LA will have obtained accessible Impact Framework Indicator data, and (d) Staff will have access to current Impact Framework data and findings.

WORKSTREAM 2: IMPACT FRAMEWORK USE: (a) First 5 LA staff will have clarity as to the priority ways to use the Impact Framework, and (b) First 5 LA will have achieved the FY21-22 Impact Framework use goals.

(2) Cost estimates for the Key Performance Indicator Consultant is based on 1,312 hours of work at \$150/hour, which totals \$196,800.

Cost estimates for the System Outcomes Consultant is based on 1,554 hours of work at \$150/hour, which totals \$233,100.

The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time needed to accomplish the objectives.

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

Increase in costs is associated with the launch of the development of the Key Performance Indicators (KPIs) as well as with the need to collect data associated with the Short-term Markers of Progress (STMPs). Both of these aspects represent new phases of work for the Impact Framework.



ATTACHMENT D:

FY 2021-22 BUDGET SUMMARY

- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

OPERATING COSTS SUMMARY FY 2021-22

	FY 2020-21			FY 2021-22			Proposed Budget	Variance from FY 2020-21
	Revised Budget	Estimated Expenditures	Variance	BOC	Center for Operational Excellence	Center for Child and Family Impact		
Personnel Services								
Salaries	13,722,800	11,776,496	1,946,303	-	4,133,052	4,744,509	13,151,967	(570,833)
Total Employee Benefits	4,081,895	3,533,653	548,242	-	1,351,178	1,612,560	4,252,139	170,244
Total Personnel Services	17,804,695	15,310,149	2,494,546	-	5,484,230	6,357,069	17,404,106	(400,589)
Operating Services								
6205 ADP-Payroll	40,000	28,278	11,722	-	40,000	-	40,000	-
6210 Worker's Compensation Insurance	61,000	63,139	(2,139)	-	65,000	-	65,000	4,000
6215 Utilities	145,000	155,424	(10,424)	-	135,000	-	135,000	(10,000)
6220 Corporate Insurance	101,000	31,000	70,000	-	106,000	-	106,000	5,000
6225 Mileage, Parking and Other Transportation	34,670	21,569	13,101	1,500	1,600	11,380	7,200	(12,980)
6230 Telephone	70,000	57,621	12,379	-	70,000	60,600	70,000	-
6235 Cell Phone & Mobile Devices	167,400	33,332	134,068	-	26,400	46,800	133,800	(33,600)
6240 Outside Printing & Publishing	3,600	18,422	(14,822)	-	500	1,000	1,500	(2,100)
6245 Other Supplies	10,250	16,148	(5,898)	250	5,000	-	5,250	(5,000)
6250 Postage & Delivery	13,200	13,200	-	-	8,000	-	8,000	(5,200)
6255 Educational Supplies	2,900	1,903	997	-	500	1,000	1,600	200
6260 Office Supplies	77,570	62,848	14,722	2,000	29,500	12,400	15,800	(17,870)
6265 Subscriptions & Publications	28,240	4,158	24,082	-	1,833	5,400	31,180	2,940
6270 Capital Outlay	144,500	191,000	(46,500)	-	134,000	-	134,000	(10,500)
6275 Equipment-Rents & Leases	27,000	73,562	(46,562)	-	27,000	-	27,000	-
6280 Building Repair & Maintenance	150,000	192,000	(42,000)	-	150,000	-	150,000	-
6285 Equipment Repairs & Maintenance	12,000	20,000	(8,000)	-	10,500	1,000	11,500	(500)
6290 Offsite Storage	29,550	17,413	12,137	-	18,000	9,000	27,000	(2,550)
6295 Hardware & Software Maintenance	470,730	203,262	267,468	-	441,734	3,480	445,214	(25,516)
6300 Miscellaneous/Contingency	95,000	-	95,000	-	194,000	-	244,000	149,000
6305 Stipend/Honorarium	-	-	-	-	-	-	2,100	2,100
6310 Internal Meetings	95,000	86,612	8,388	3,500	15,200	31,500	84,200	(10,800)
6315 Divisional Capacity Building	75,000	75,000	-	-	35,000	-	35,000	(40,000)
Total Operating Services	1,853,610	1,290,891	562,719	7,250	1,479,767	158,280	1,840,224	(13,386)
Consultant Services								
6410 Consultant Fees	1,418,725	888,203	530,523	-	808,600	65,000	1,481,100	62,375
6420 Other Professional Fees	350,500	315,000	35,500	20,000	320,000	-	320,000	(30,500)
6430 External Reviewers	3,000	450	2,550	-	-	-	-	(3,000)
Total Consultant Services	1,772,225	1,203,653	568,573	20,000	1,128,600	65,000	1,801,100	25,875
Professional Services								
6510 Audit	90,000	61,000	29,000	-	90,000	-	90,000	-
6520 Legal Fees	150,000	78,392	71,608	-	32,800	5,600	225,000	75,000
6540 Professional Dues	119,818	21,665	98,154	-	10,000	-	44,023	(75,795)
6550 Staff Recruitment	10,000	5,060	4,940	-	10,000	-	10,000	-
6560 Commissioners Stipends	25,000	24,000	1,000	23,000	-	-	23,000	(2,000)
6570 Web-Based Services	48,000	14,482	33,518	-	56,600	-	56,600	8,600
6580 Bank & Other Service Charges	35,000	32,000	3,000	-	20,000	-	20,000	(15,000)
Total Professional Services	477,818	236,539	241,219	23,000	209,400	5,600	468,623	(9,195)
Travel Expenses								
6610 Airfare	10,500	108,517	(98,017)	-	-	-	-	21,350
6620 Lodging	6,000	61,082	(55,082)	1,000	2,850	20,500	31,850	38,900
6640 Per Diem	4,125	41,149	(37,024)	750	2,000	13,450	20,100	15,975
6650 Other Travel Expense	19,925	12,872	7,053	250	9,250	5,500	16,750	(3,175)
Total Travel Expenses	40,550	223,620	(183,070)	3,000	17,850	71,950	113,600	73,050
Professional Development								
6810 Training Materials & Supplies	11,300	5,392	5,908	-	4,200	300	7,200	(4,100)
6820 Internal Training	91,000	10,000	81,000	-	50,000	-	63,500	(27,500)
6830 Leadership Programs	48,500	5,265	43,235	-	172,000	-	172,000	123,500
6840 Conference Registrations	142,650	88,246	54,404	1,500	8,515	38,700	87,215	(55,435)
6850 External Education/Training	65,900	34,333	31,567	-	12,100	10,000	34,600	(31,300)
Total Professional Development	359,350	143,236	216,114	1,500	226,815	49,000	364,515	5,165
Total OPERATING EXPENSES	22,308,248	18,408,149	3,900,100	54,750	8,566,612	6,706,899	21,992,168	(316,080)

**First 5 LA
FY 2021-22 Operating Budget
Administrative Limit Calculation**

Teams/Centers/Offices Budgets:

Work Place Management Team	\$ 761,320
Board of Commissioners	54,750
Office of Communications	1,407,717
Contract Administration & Purchasing Team	1,535,945
Executive Director's Office	1,528,492
Facilities Management Team	714,000
Finance Team	1,581,469
Human Resources & Talent Mgmt. Team	1,510,900
Information Technology Team	1,931,395
Center for Child and Family Impact ²	564,024
Center for Operational Excellence	553,984

Salary & Benefits¹:

Communities Team	278,790
Early Care & Education Team	299,262
Family Supports Team	193,115
Health Systems Team	322,257
Office of Data for Action	226,887
Office of Government Affairs and Public Policy	329,596
Office of Equity, Strategy and Learning	341,647

Total FY 2021-22 Administrative Budget **\$ 14,135,548**

Total FY 2021-22 Operating Budget 21,992,168

Total FY 2021-22 Program Budget 92,304,000

Total FY 2021-22 Budget **\$ 114,296,168**

Administrative Cost Percentage	12.37%
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1. Directors and Administrative Assistants outside of COE only
2. Center Support Team's Budget not included (Programmatic)

**FIRST 5 LA
SCHEDULE OF AUTHORIZED POSITIONS**

Teams/Offices/Centers	FY 2020-21				FY 2021-22	
	Authorized Positions ¹	Filled Positions as of March 2021	Baseline	Addition/Deletion	Total	
Center for Operational Excellent	2	2	2	0	2	
Workplace Management Team	3	3	3	0	3	
Contract Administration & Purchasing Team	10	8	10	0	10	
Finance Team	9	9	9	0	9	
Human Resources & Talent Management Team	4	3	4	0	4	
Information Technology Team	6	5	6	0	6	
Executive Director's Office	6	5	7	0	7	
Office of Data for Action	7	3	6	0	6	
Office of Equity, Strategy & Learning	6	2	6	0	6	
Office of Communications	9	9	9	0	9	
Office of Government Affairs and Public Policy	10	8	10	0	10	
Center for Child and Family Impact	4	4	4	0	4	
Communities	19	17	19	0	19	
Early Care & Education	8	7	8	0	8	
Family Supports	9	7	9	0	9	
Health Systems	8	7	8	0	8	
	120	99	120	0	120	

1) Temporary employees are not included in the FTE count.



ATTACHMENT E:

FY 2021-22 BUDGET

- Team/Office/Center Cover Pages
- Operating Detail

CENTER FOR CHILD & FAMILY IMPACT

CENTER FOR CHILD & FAMILY IMPACT SUMMARY FY 2021-22

	FY 2020-21		FY 2021-22					Variance from FY 2020-21	
	Revised Budget		CCFI	Communities Team	ECE Team	Family Supports Team	Health Systems Team		Proposed Budget
Personnel Services									
Salaries									
Total Salaries	4,957,941		595,731	1,728,359	804,679	780,569	835,181	4,744,569	(213,432)
Total Employee Benefits	1,545,524		155,350	604,920	254,679	333,178	264,433	1,612,560	67,036
Total Personnel Services	6,503,466		751,081	2,333,279	1,059,358	1,113,737	1,099,614	6,357,069	(146,396)
Operating Services									
6205 ADP-Payroll	-		-	-	-	-	-	-	-
6210 Worker's Compensation Insurance	-		-	-	-	-	-	-	-
6215 Utilities	-		-	-	-	-	-	-	-
6220 Corporate Insurance	-		-	-	-	-	-	-	-
6225 Mileage, Parking and Other Transportation	10,820		500	4,000	2,880	3,000	1,000	11,380	560
6230 Telephone	-		-	-	-	-	-	-	-
6235 Cell Phone & Mobile Devices	-		-	-	-	-	-	-	-
6240 Outside Printing & Publishing	81,900		4,800	22,800	9,600	13,800	9,600	60,600	(21,300)
6245 Other Supplies	-		-	-	-	-	-	-	-
6250 Postage & Delivery	-		-	-	-	-	-	-	-
6255 Educational Supplies	1,000		-	1,000	-	-	-	1,000	-
6260 Office Supplies	13,420		1,500	6,000	2,400	1,000	1,500	12,400	(1,020)
6265 Subscriptions & Publications	4,540		250	1,900	2,700	50	500	5,400	860
6270 Capital Outlay	-		-	-	-	-	-	-	-
6275 Equipment-Rents & Leases	-		-	-	-	-	-	-	-
6280 Building Repair & Maintenance	-		-	-	-	-	-	-	-
6285 Equipment Repairs & Maintenance	1,000		-	1,000	-	-	-	1,000	-
6290 Offsite Storage	-		-	-	-	-	-	-	-
6295 Hardware & Software Maintenance	-		-	-	-	-	-	-	-
6300 Miscellaneous/Contingency	-		-	-	-	-	-	-	-
6305 Stipend/Honorarium	22,100		5,300	14,000	7,200	2,000	3,000	31,500	9,400
6310 Internal Meetings	-		35,000	-	-	-	-	35,000	35,000
6315 Divisional Capacity Building	-		-	-	-	-	-	-	-
Total Operating Services	134,760		47,950	50,700	24,780	19,850	15,600	158,280	23,500
Consultant Services									
6410 Consultant Fees	-		-	-	-	-	-	-	-
6420 Other Professional Fees	175,725		25,000	20,000	10,000	5,000	5,000	65,000	(110,725)
6430 External Reviewers	-		-	-	-	-	-	-	-
Total Consultant Services	175,725		25,000	20,000	10,000	5,000	5,000	65,000	(110,725)
Professional Services									
6510 Audit	-		-	-	-	-	-	-	-
6520 Legal Fees	-		-	-	-	-	-	-	-
6540 Professional Dues	7,040		-	1,000	2,000	1,000	1,600	5,600	(1,440)
6550 Staff Recruitment	-		-	-	-	-	-	-	-
6560 Commissioners Stipends	-		-	-	-	-	-	-	-
6570 Web-Based Services	-		-	-	-	-	-	-	-
6580 Bank & Other Service Charges	-		-	-	-	-	-	-	-
Total Professional Services	7,040		1,000	2,000	2,000	1,000	1,600	5,600	(1,440)
Travel Expenses									
6610 Airfare	-		3,000	2,000	6,000	7,000	2,500	20,500	20,500
6620 Lodging	-		3,000	4,000	5,500	15,000	5,000	32,500	32,500
6640 Per Diem	-		1,500	2,500	2,450	5,000	2,000	13,450	13,450
6650 Other Travel Expense	-		1,500	1,000	-	2,000	1,000	5,500	5,500
Total Travel Expenses	-		9,000	9,500	13,950	29,000	10,500	71,950	71,950
Professional Development									
6810 Training Materials & Supplies	1,300		-	-	-	300	-	300	(1,000)
6820 Internal Training	3,000		-	-	-	-	-	-	(3,000)
6830 Leadership Programs	-		-	-	-	-	-	-	-
6840 Conference Registrations	37,950		4,500	10,200	6,000	11,000	7,000	38,700	750
6850 External Education/Training	21,000		-	-	-	-	-	10,000	(11,000)
Total Professional Development	63,250		4,500	10,200	6,000	21,300	7,000	49,000	(14,250)
Total OPERATING EXPENSES	6,884,261		856,931	2,424,679	1,116,088	1,189,887	1,139,314	6,706,899	(177,361)

227

Office/Center/Team Name: Family Supports Team

Authorized Positions:

Position	#
Director	1
Senior Program Officers	2
Program Officers	5
Program Associate	1
Total:	9

Overview:

The Family Supports team works with others to lead and fund systems change activities related to family strengthening services, primarily home visiting, with the goal of ensuring families have the resources necessary to optimize their child’s development and that children are safe from abuse, neglect, and other trauma. The team serves as subject matter experts for family support services at First 5 LA and collaborates with functional leads within First 5 LA to inform the prioritization of organization-wide efforts related to home visiting including communications, research and data, learning, and public policy. In collaboration with the teams from the Center for Child and Family Impact, the Family Supports team also focuses on strengthening integration and alignment efforts, both internally and externally.

Priorities for FY 21-22:

The Family Supports team will engage in the following work in support of the 2020-2028 Strategic Plan:

Grantee Oversight

The team administers and oversees thirty-two home visiting Welcome Baby and Select Home Visitation grants. Through the three home visiting program models’ clients receive client-centered, strength-based information and support during visits with a focus on positive parenting behaviors and child development and information on key developmental topics. This effort includes overseeing a complex, standardized portfolio that requires cross-team collaboration and a continual focus on program implementation and improvements. This workstream also includes Little by Little/One Step Ahead and the last remaining Baby Friendly Hospital Project, which was included due to a potential no-cost extension.

Home Visiting System Building

The Home Visitation System Building (HVSB) workstream aims to build upon existing infrastructure to develop and sustain the home visiting system while continuing momentum towards the long-term vision of expanding reach and increasing diversity of LA County home visiting programs. Efforts include collaboration to support the Foundation for California Community Colleges’ Home Visitation Apprenticeship Project. The First 5

California Home Visitation Coordination funds, which are intended to catalyze coordination and collaboration to yield significant systems change, will support consultation efforts to strengthen cross-sector collaboration between key funders and technical assistance providers at the implementation level and improve integration efforts between the emerging Help Me Grow (HMG) system in LA County and home visiting agencies by building and strengthening referral pathways.

The Family Strengthening Oversight Entity (FSOE) also serves as a critical component of the home visiting system, and aims to ensure coordinated, high-quality services are offered across the system of participating providers. 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. Additionally, the FSOE partners with LA County Department of Health Services (DHS) MAMA's Visits Home Visiting Program Training and T.A. Support program by providing training and technical assistance.

Optimization

Optimization efforts aim to improve home visiting coordination services and connections to other family-serving systems. Funding is included for engagement of a consultant to support home visiting staff retention and diversity efforts, including equitable African-American enrollment in home visiting.

Evaluation and Data

The evaluation and data workstream serve as a foundational support for the development and expansion of a universal home visiting system. Efforts include the Welcome Baby Virtual Implementation and Outcomes Study, an 18-month longitudinal study to track child/parent outcomes, understand best practices for virtual home visiting, and improve implementation, with consulting evaluation support and guidance from Dr. Deb Daro. The Stronger Families Database represents another critical piece and is utilized by home visiting providers to capture client level data, screenings and program participation information.

FAMILY SUPPORTS TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	1,131,611	1,131,611	825,564	780,559	-
Total Employee Benefits	377,494	377,494	265,421	333,178	-
Total Personnel Services	1,509,106	1,509,106	1,090,985	1,113,737	-
Operating Services					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Transportation	3,000	3,000	1,500	-
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	13,800	19,800	11,250	(6,000)
6240	Outside Printing & Publishing	-	-	-	-
6245	Other Supplies	-	-	-	-
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	-	-	-	-
6260	Office Supplies	1,000	4,000	2,000	(3,000)
6265	Subscriptions & Publications	50	50	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	2,000	2,000	2,000	-
Total Operating Services	19,850	28,850	13,585	17,000	(9,000)
Consultant Services					
6410	Consultant Fees	1,725	1,725	5,000	3,275
6420	Other Professional Fees	-	-	-	-
6430	External Reviewers	-	-	-	-
Total Consultant Services	1,725	1,725	1,000	5,000	3,275
Professional Services					
6510	Audit	-	-	-	-
6520	Legal Fees	-	-	-	-
6540	Professional Dues	2,000	2,000	2,000	(1,000)
6550	Staff Recruitment	-	-	-	-
6560	Commissioners Stipends	-	-	-	-
6570	Web-Based Services	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-
Total Professional Services	2,000	2,000	2,000	1,000	(1,000)
Travel Expenses					
6610	Airfare	7,000	-	7,000	7,000
6620	Lodging	13,000	-	15,000	15,000
6640	Per Diem	5,000	-	5,000	5,000
6650	Other Travel Expense	2,500	-	2,000	2,000
Total Travel Expenses	27,500	-	-	29,000	29,000
Professional Development					
6810	Training Materials & Supplies	800	800	300	(500)
6820	Internal Training	-	-	-	-
6830	Leadership Programs	-	-	-	-
6840	Conference Registrations	13,000	13,000	13,000	(2,000)
6850	External Education/Training	11,000	11,000	10,000	(1,000)
Total Professional Development	24,800	24,800	13,000	21,300	(3,500)
Total OPERATING EXPENSES	1,584,981	1,566,481	1,120,570	1,187,037	18,775

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Family Supports Team	\$57,375.00	\$1,187,037.00	1968.91%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$780,559.00	0.00%

Description

Social Security Tax \$0.00 \$333,178.00 0.00%

Description

Mileage, Parking and Other Transportation \$3,000.00 \$1,500.00 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 9 staff for 6 months. Monthly allowance to include public transportation, mileage and parking expenses.

Cell Phone & Mobile Devices \$19,800.00 \$11,250.00 0.00%

Description

Agency providing cell phone reimbursement to staff, including 9 months of Internet and Cellphone Reimbursement for offsite work due to Covid-19. Given 9 FTEs at \$100/per staff member for a total of \$900/month for 12 months = \$10800. The remaining 3 months includes cell phone reimbursement for 3 FTEs, at \$50/month for \$900 total. A for July-December 2021, and \$50/per staff member Cellphone Reimbursement for 3 staff (\$450). Total is rounded off to \$11250.

Office Supplies \$4,000.00 \$2,000.00 0.00%

Description

Staff receiving supplies delivered to home

Subscriptions & Publications \$50.00 \$250.00 0.00%

Description

Funding in the amount of \$250 to cover the purchase of resource books as well as journal articles related to the Family Supports portfolio, including early childhood books to expand team's knowledge and access to online periodicals, such as the New York Times.

Internal Meetings \$2,000.00 \$2,000.00 0.00%

Description

Provides for expenses related to Family Supports projects. These may include meetings with Commissioners, legal counsel, staff grantees, contractors and other partners.

Budget Fiscal Year: 2021 - 2022	Status: Proposed
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Consultant Fees	\$1,725.00	\$5,000.00	0.00%
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Description

Fees to cover potential consulting, at \$150/hour for up to 33 hours.

Professional Dues	\$2,000.00	\$1,000.00	0.00%
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Description

Provides for staff to be members of professional organizations such as the American Public Health Association.

Airfare	\$0.00	\$7,000.00	0.00%
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Description

Budget of \$7K in anticipation of airfare and travel between January-June 2022, including one national and in-state trip per staff member.

Lodging	\$0.00	\$15,000.00	0.00%
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Description

Budget of \$15K in anticipation of lodging between January-June 2022, including one national and in-state trip per staff member

Per Diem	\$0.00	\$5,000.00	0.00%
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Description

Budget of \$5K in anticipation of travel costs between January-June 2022.

Other Travel Expenses	\$0.00	\$2,000.00	0.00%
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Description

Budget of \$2K in anticipation of travel costs between January-June 2022.

Training Materials and Supplies	\$800.00	\$300.00	0.00%
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Description

Funding to training materials/supplies to support project design and implementation for 9 FTE at \$30/person, for an approximate total of \$300.

Conference/Training Registrations	\$13,000.00	\$11,000.00	0.00%
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Description

Costs include National Home Visiting Summit, registration \$350/person for 9 FTEs = \$3,150; and training/registration opportunities for 9 FTEs at approximately \$300 per registration and three events per FTE, for \$7,850. Total is \$11,000.

External Education/Training	\$11,000.00	\$10,000.00	0.00%
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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. Trainings anticipated for 9 FTE at \$1,100 per individual, rounded off to a total of \$11,000.

Office/Center/Team Name: Communities Team

Authorized Positions:

Position	#
Director	1
Deputy Director	1
Senior Program Officer	5
Program Officer	10
Department (Team) Coordinator	1
Program Associate	1
Total:	19

Overview:

The Communities Team focuses on partnering with others to lead and fund systems change activities which promote parent and community engagement to advance efforts that result in families having access to the resources, opportunities, and relationships necessary to optimize their child’s development within the 14 Best Start geographies/5 regions. The team:

- connects parent and community voice to advance First 5 LA’s systems change goals;
- supports regional alignment and community connections for First 5 LA’s work related to early care and education, maternal and child health and early intervention, and home visiting;
- serves as subject matter experts on additional issues which impact family well-being, including food security, the built environment, and economic security.

Consistent with our Strategic Plan, this team leads efforts to leverage our Best Start Networks as platforms for county system change effort, and collaborate with functional leads within First 5 LA to inform the prioritization of organization-wide efforts related to regional work within LA County including communications, research and data, learning, and public policy. The Communities Team is part of the Center for Child and Family Impact.

Priorities for FY 21-22:

Priority areas of work of the Communities Team for FY 21-22 include:

1. Supporting the Regional Network Grantees (RNGs) and their partners to work with parents/caregivers, community leaders, organizations and other allies to develop broader networks that attract and engage new partners from communities not currently or meaningfully engaged in the Best Start networks, influence stakeholders in the ecosystem to coalesce around prenatal to 5 work, implement actions within the communities’ change agendas that address root causes of the systemic issues impacting children and families, and build a structure within the Best Start geographies committed to cohering movements

- focused on population level results aligned with one or more of the First 5 LA's long term results for children and families and additional conditions of wellbeing.
2. The Community of Practice (COP) creating a space for RNGs to deepen partnerships, provide updates, share practices, and create a sense of community that inspires ongoing reflection, adaptation, and practice improvements.
 3. The coordination of the internal cross-teams, cross-functional Regional Impact Teams to strengthen work in the regions to align with internal efforts, leverage opportunities, effect population results, co-design projects, and advance First 5 LA's Strategic Plan.
 4. Influencing public and other local systems by staff developing and strengthening intentional relationships of support and collaboration among public systems; community-based organizations; built environment advocates; funders; and other partners committed to improving results for children P-5 and their families within Best Start geographies.
 5. Implementing the Best Start Learning Agenda (BSLA), by hiring a contractor to serve as a strategic thought partner, primary architect and implementor of the Best Start Learning Agenda. The approach is expected to leverage existing research and learning efforts and strengthen First LA's learning alongside our partners, grantees, contractors, and community members. The BSLA learning efforts will deepen First 5 LA's and its partners' understanding of how community-led systems change emerges through stronger networks, and how community-led efforts support movement building that shifts mental models, policies, and practices that create better "places"—structures, systems, and environments—for young children and families.

COMMUNITIES TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	1,907,534	1,907,534	1,474,298	1,728,359	(179,175)
Total Employee Benefits	609,694	609,694	536,537	604,920	(4,774)
Total Personnel Services	2,517,228	2,517,228	2,010,836	2,333,279	(183,949)
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	8,000	3,000	-	4,000	1,000
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	18,000	29,400	20,000	22,800	(6,600)
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	1,000	1,000	-	1,000	-
6260 Office Supplies	5,000	5,000	1,400	6,000	1,000
6265 Subscriptions & Publications	3,500	3,500	-	1,900	(1,600)
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	1,000	1,000	-	1,000	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	20,000	7,500	-	14,000	6,500
Total Operating Services	56,500	50,400	21,400	50,700	300
Consultant Services					
6410 Consultant Fees	20,000	20,000	15,000	20,000	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	20,000	20,000	15,000	20,000	-
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,000	2,000	468	1,000	(1,000)
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	2,000	2,000	468	1,000	(1,000)
Travel Expenses					
6610 Airfare	3,000	-	-	2,000	2,000
6620 Lodging	6,000	-	-	4,000	4,000
6640 Per Diem	3,000	-	-	2,500	2,500
6650 Other Travel Expense	1,000	-	-	1,000	1,000
Total Travel Expenses	13,000	-	-	9,500	9,500
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	20,300	10,200	10,000	10,200	-
6850 External Education/Training	-	-	-	-	-
Total Professional Development	20,300	10,200	10,000	10,200	-
Total OPERATING EXPENSES	2,629,028	2,599,828	2,057,704	2,424,679	(175,149)

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Communities Team	\$82,600.00	\$2,411,538.00	2819.54%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$1,715,218.00	0.00%

Description

Social Security Tax \$0.00 \$604,920.00 0.00%

Description

Mileage, Parking and Other Transportation \$3,000.00 \$4,000.00 0.00%

Description

Provides for expense reimbursement for up to 19 staff that use their private vehicles and ride-share services in the course of conducting commission business. While the FY 2021 mid-year projection was \$3,000, the original budget allocated for FY 2021 was \$8000. Staff is projecting a \$1,000 increase to the mid-year adjustment of \$3,000 as we anticipate staff returning to the office in 2022. During FY 2021-2022, Communities Team will participate in external meetings and events beginning in 2022. Communities Teams staff have increased responsibilities around stakeholder engagement and networking to leverage resources within the 14 Best Start geographies (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 Antelope Valley generally have higher mileage reimbursements due to the distance from the First 5 LA office. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement. Following public health guidance, this line item has been reduced from FY 20-21 to account for less travel and participation in virtual meetings for the first six months of the fiscal year.

Cell Phone & Mobile Devices \$29,400.00 \$22,800.00 0.00%

Description

Per First 5 LA's Mobile Device Policy, eligible 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/their personal mobile device. Cell phone reimbursements will be paid up to 19 full-time staff. Due to the cell phone and internet reimbursements provided agency wide, this reflects 12 months of both cell phone and internet reimbursement at \$100 a month for 19 full-time staff reimbursements.

Educational Supplies \$1,000.00 \$1,000.00 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 Team Resource Library and individual staff use.

Budget Fiscal Year: 2021 - 2022	Status: Proposed
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Office Supplies	\$5,000.00	\$6,000.00	0.00%
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Description

Provides for consumable office supplies for the team. As the full team continues to work remotely, the individual expenses per employee may include ink, toner, paper, etc. and will vary in frequency, use, and cost. The \$1000 increase from FY20-21 is due to the Teams current burn rate and supplies needs.

Subscriptions & Publications	\$3,500.00	\$1,900.00	0.00%
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Description

Provides resource for subscriptions to publications, such as the Stanford Social Institutional Review (\$39.95/year), Slido (\$800/year), to support the Team programmatic work.

Equipment Repairs & Maintenance	\$1,000.00	\$1,000.00	0.00%
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Description

Provides for expenses primarily related to the ongoing maintenance required for the Team's interpretation equipment (i.e., head sets and receivers).

Internal Meetings	\$7,500.00	\$14,000.00	0.00%
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Description

Provides for expenses related to internal meetings for Team planning, contractor/partner meetings, and internal reflection and learning sessions. These meetings may include external partners such as Commissioners, consultants, and contractors. Meeting expenses may include facility rentals, catering, meeting materials, etc. Due to the physical distancing and other public health guidance, in-person gatherings are anticipated to be on hold for the first six months of the fiscal year. The calculations for this line item considered the potential increase in rates for larger spaces to allow for social distancing and additional insurance costs that are normally affiliated with rentals. Starting in 2022, the Communities Team intends to host internal and external meetings outside of First 5 LA dependent on First 5 LA's policy and public health recommendations. Under the assumption that staff will be able to work fully without restrictions for the last 6 months of FY21-22, the Communities Team will hold approximately 9 meetings/trainings/convenings/workshops/etc. outside of the office.

Estimated breakdown of costs: Venue average of \$1,200 (ranges from \$100-1,500 a day some not including cleaning fees, venue staff time, set-up fees, security deposits, parking) and lunch cost at an average of \$18/person for 19 staff members= \$342. $342 + 1,200 = 1,542$ on average per event for an approximate cost of \$14,000 for 9 meetings/trainings/convenings/workshops/etc. (FY19-20 expenses were a total of \$14,000. This estimation is based on total costs, not mid-year adjustments).

Consultant Fees	\$20,000.00	\$20,000.00	0.00%
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Description

Provides for consultant support for the Communities Team for facilitation support, content and/or core capability-specific trainings and workshops not covered through anticipated programmatic consultant support. Examples include virtual and in-person facilitation training to increase participant engagement in virtual meetings and guest speakers for brown bags (e.g. digital access in communities). Estimated 130 hours at \$150/hour= approximately \$20,000.

Professional Dues	\$2,000.00	\$1,000.00	0.00%
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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	\$0.00	\$2,000.00	0.00%
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Description

Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. 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. Following public health guidance, this line item has been reduced from FY 20-21 to account for no travel and participation in in-person meetings for the first six months of the fiscal year. Approval from the Communities Team Interim 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	\$0.00	\$4,000.00	0.00%
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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 Team's workplans and the FY 2020-2028 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. Following public health guidance, this line item has been reduced from FY 20-21 to account for less travel and participation in in-person meetings for the first six months of the fiscal year. Approval from the Communities Interim 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	\$0.00	\$2,500.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item has been reduced from FY 20-21 to account for less travel and participation in in-person meetings for the first six months of the fiscal year. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Other Travel Expenses	\$0.00	\$1,000.00	0.00%
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Description

Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item has been reduced from FY 20-21 to account for less travel and participation in in-person meetings for the first six months of the fiscal year. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Conference/Training Registrations	\$10,200.00	\$10,200.00	0.00%
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Description

Provides for registration expenses for professional conferences that will be held virtually during the first six months of the fiscal year and for those that may resume in-person convenings during the last six months of the fiscal year. 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 Interim Director will be obtained prior to incurring any expenses.

Office/Center/Team Name: Early Care and Education Team

Authorized Positions:

Position	#
Director	1
Senior Program Officer	2
Program Officer	4
Administrative Assistant	1
Total:	8

Overview:

The ECE team will work with others to lead and fund systems change activities related to increasing access to high quality early learning experiences for children in LA County with the goal of ensuring all children have high quality early learning experiences before kindergarten. The team will serve as subject matter experts for early learning and care at First 5 LA, and collaborate with functional leads within First 5 LA to inform the prioritization of organization-wide efforts related to early learning including communications, research and data, learning, and public policy.

Priorities for FY 21-22:

The ECE team will engage in the following work in support of the 2020-2028 Strategic Plan:

Quality Support System

The ECE team has several projects that support Quality Start Los Angeles (QSLA). First 5 LA is a member of the governance structure and has authority along with LACOE over system-level model changes that have budget implications and engagement with our statewide partners. The ECE team also directly oversees three non-First 5 LA Proposition 10 funding streams to support the implementation of the QSLA model and the infrastructure of the system. QSLA has recently made refinements to their model to better respond to the needs of family child care.

In addition to QSLA, the ECE team has recently engaged in new work to further support and expand Los Angeles County’s quality support system. Through funding from First 5 CA, the ECE team along with our partners are designing the implementation of a Dual Language Learners (DLL) pilot program. This funding will provide training to coaches and providers on working with DLLs, redesign our current professional development to include information on DLLs, and run a communications campaign on the importance of bilingualism. The second stream of work in development is strategies to support home based child care inclusive of family child care (FCC) and family, friend, and neighbor care (FFN). The team is focusing on home based care as First 5 LA fully

implements our value of diversity, equity, and inclusion. A majority of children are in home based child care settings, and an equitable early learning system must prioritize these settings. The team will launch a landscape analysis of home based child care in Los Angeles. Working alongside our partners, this landscape analysis in addition to an advisory group will inform strategies we will pilot to support home based child care. This pilot will inform further changes and adaptations to the QSLA model.

County Systems Building

The ECE team oversees a number of projects to support the county wide system of early care and education. One of these projects provides resources to the Office for Advancement of Early Care and Education within our county Department of Public Health. This work is also aligned and integrated when possible with QSLA. The ECE team will continue to support the work of the LA County ECE COVID-19 Response Team as we coordinate the support and recovery for our child care system. The ECE team will also support the last year of funding for ECE PAF while working closely with Office of Government Affairs and Public Policy on the design and implementation of a newly integrated Policy Advocacy Fund.

Finally, the ECE team's largest investment is our Kindergarten Readiness Assessment (KRA). The team will support our existing school districts collecting KRA data and the last year of data collection for districts outside our Best Start geographies. Additionally, the team will work closely with the Communities team to determine how and if KRA can support and advance strategies led by the Communities team. This determination will inform future funding for KRA.

EARLY CARE AND EDUCATION TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	724,951	724,951	671,232	804,679	79,728
Total Employee Benefits	219,261	219,261	198,451	254,679	35,418
Total Personnel Services	944,212	944,212	869,683	1,059,358	115,146
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	2,880	2,880	-	2,880	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	9,000	13,200	1,650	9,600	(3,600)
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	1,920	1,920	815	2,400	480
6265 Subscriptions & Publications	240	240	-	2,700	2,460
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	6,000	5,000	-	7,200	2,200
Total Operating Services	20,040	23,240	2,465	24,780	1,540
Consultant Services					
6410 Consultant Fees	35,000	10,000	-	10,000	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	35,000	10,000	-	10,000	-
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,040	2,040	-	2,000	(40)
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	2,040	2,040	-	2,000	(40)
Travel Expenses					
6610 Airfare	14,000	-	-	6,000	6,000
6620 Lodging	8,000	-	-	5,500	5,500
6640 Per Diem	6,000	-	-	2,450	2,450
6650 Other Travel Expense	1,000	-	-	-	-
Total Travel Expenses	29,000	-	-	13,950	13,950
Professional Development					
6810 Training Materials & Supplies	500	500	-	-	(500)
6820 Internal Training	3,000	3,000	-	-	(3,000)
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	8,000	6,000	820	6,000	-
6850 External Education/Training	-	-	-	-	-
Total Professional Development	11,500	9,500	820	6,000	(3,500)
Total OPERATING EXPENSES	1,041,792	988,992	872,968	1,116,088	127,096

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Early Care & Education Team	\$44,780.00	\$1,116,088.00	2392.38%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$804,679.00	0.00%

Description

Social Security Tax \$0.00 \$254,679.00 0.00%

Description

Mileage, Parking and Other Transportation \$2,880.00 \$2,880.00 0.00%

Description

Mileage to cover transportation to meetings and conferences. Took 50% of average of two previous FYs prior to COVID.

Cell Phone & Mobile Devices \$13,200.00 \$9,600.00 0.00%

Description

Cell and internet reimbursement. Monthly: \$100/FTE for 12 months. FTE is for 8 staff members = \$9600

Office Supplies \$1,920.00 \$2,400.00 0.00%

Description

Monthly: \$25/FTE for 8 FTE

Subscriptions & Publications \$240.00 \$2,700.00 0.00%

Description

Annual subscription for Same Page service: a collaboration platform that facilitates communication, meetings, and project management.

Internal Meetings \$5,000.00 \$7,200.00 0.00%

Description

Expenses related to monthly development meetings. \$600/month

Consultant Fees \$10,000.00 \$10,000.00 0.00%

Description

Consultant fees to cover trainers for internal monthly development meetings.

This covers 66 hours at \$150/hr.

Professional Dues	\$2,040.00	\$2,000.00	0.00%
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Description

Membership due to various professional organizations (NAEYC, etc.). \$250/FTE

Airfare	\$0.00	\$6,000.00	0.00%
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Description

Airfare to cover transportation to out of county meetings and conferences. Took 50% of average of two previous FYs prior to COVID.

Lodging	\$0.00	\$5,500.00	0.00%
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Description

Lodging to cover housing for out of county meetings and conferences. Took 50% of average of two previous FYs prior to COVID.

Per Diem	\$0.00	\$2,450.00	0.00%
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Description

Per diem to cover out of county meetings and conferences. Took 50% of average of two previous FYs prior to COVID.

Conference/Training Registrations	\$6,000.00	\$6,000.00	0.00%
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Description

Registration for various professional conferences throughout the year. With more conferences being virtual, they are more accessible and cost effective for staff. \$750/FTE

Office/Center/Team Name: Health Systems

Authorized Positions:

Position	#
Director	1
Senior Program Officers	2
Program Officers	4
Administrative Assistant	1
Total:	8

Overview:

The Health Systems team will work with others to lead and fund systems change activities related to maternal and child health and access to early intervention services with the goal of ensuring children receive early developmental supports and services. The team will serve as subject matter experts for maternal and child health, early identification and intervention (EII), and health and developmental services systems. Given the team’s focus on maternal and child health, First 5 LA’s contributions to the LA County African American Infant and Maternal Mortality Prevention (AAIMM) project will be led by the Health Systems Team. The Health Systems team will collaborate with functional leads within First 5 LA to inform prioritization of organization-wide efforts related to Health Systems including communications, research and data, learning, and public policy.

Priorities for FY21-22:

Following is a brief summary of the critical work Health Systems will be leading in FY21-22 in support of Strategic Plan implementation.

- Health Systems will continue to co-lead the implementation of Help Me Grow LA (HMG LA) in partnership with LA County Department of Public Health. HMG LA coordinates existing systems (health, early care and education, mental health, developmental disabilities, child welfare, school districts and community-based organizations) that serve children with or at risk for delays and their families to ensure they receive appropriate intervention services and supports. Key areas of work underway include a pilot with L.A. Care Health Plan to support health care service delivery transformation to strengthen developmental screening and linkage to services. Additionally, HMG LA Pathways, community collaboratives focused on strengthening and expanding early intervention referral pathways within a set geographic region. Lastly, FY21-22 represents our final year of funding for our First Connections initiative, effort will be focused on imbedding key learning in larger HMG LA work and sustaining the care coordination services via partnerships with County departments and Health Plans.

- Health Systems will continue to co-lead the African-American Infant and Maternal Mortality Prevention (AAIMM) project, in partnership with LA County Department of Public Health. AAIMM designs, supports and implements novel and evidence-based strategies and activities to improve pregnancy, birth and infant outcomes, improve family wellbeing, and decrease health disparities among Black women of reproductive age countywide. Key projects include Cherished Futures, multi-sector collaboratives focused on hospital quality improvement to reduce black infant deaths and improve birthing experience and safety; the AAIMM Innovation Pooled Fund, supporting community-driven/based interventions to reduce toxic stress and improve birth outcomes; and continued strategic communications via a public awareness campaign to improve stakeholder responsiveness and increase resource mobilization.
- As FY21-22 represents full implementation of HMG LA, Health Systems will lead data and evaluation projects to capture key areas of learning and measure our success. Examples include an evaluation of our partnership with L.A. Care Health Plan and our community-based work HMG LA Pathways. Additionally, we will continue to support data collection and analysis via our partnership with LA County DHS' SHARK (Strong, Healthy and Resilient Kids) clinic. This work is focused on demonstrating the effectiveness of a multi-screen approach, general developmental and ACEs (adverse childhood experiences), as well as referral processes.
- In response to ACEs Aware, an initiative of the Office of the California Surgeon General, Health Systems will continue to partner with LA County DHS to guide the planning of their state-funded trauma-informed network of care implementation grant (ACEs LA). This effort is focused on bringing together a group of cross-sector partners including community members that support children and families by providing access to resources and supports that help prevent, treat and heal toxic stress. ACEs LA and HMG LA have many aligned activities including similar partners and will utilize a common IT platform. Strong coordination and engagement between DHS, DPH and Health Systems will continue through FY21-22 to leverage resources and County leadership, minimize programmatic duplication while boosting key community partnerships to better support children's optimal development.
- New work focused on children's mental health is anticipated in FY 21-22 through a pilot project directed at strengthening clinical practice by embedding family-based screening and intervention in the context of the well-child visit. This work includes partnership with high volume pediatric clinics as well as Medi-Cal Managed Care Health Plans to increase billing/reimbursement of Department of Health Care Services (DHCS) recent revision of the family therapy benefit.

HEALTH SYSTEMS TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	796,873	796,873	700,000	835,181	38,308
Total Employee Benefits	240,029	240,029	200,000	264,433	24,404
Total Personnel Services	1,036,902	1,036,902	900,000	1,099,614	62,712
Operating Services					
6205 ADP-Payroll			-		-
6210 Worker's Compensation Insurance			-		-
6215 Utilities			-		-
6220 Corporate Insurance			-		-
6225 Mileage, Parking and Other Transpc	1,440	1,440	-	1,000	(440)
6230 Telephone			-		-
6235 Cell Phone & Mobile Devices	10,800	14,400	6,100	9,600	(4,800)
6240 Outside Printing & Publishing			-		-
6245 Other Supplies			-		-
6250 Postage & Delivery			-		-
6255 Educational Supplies			-		-
6260 Office Supplies	1,500	1,500	400	1,500	-
6265 Subscriptions & Publications	500	500	-	500	-
6270 Capital Outlay			-		-
6275 Equipment-Rents & Leases			-		-
6280 Building Repair & Maintenance			-		-
6285 Equipment Repairs & Maintenance			-		-
6290 Offsite Storage			-		-
6295 Hardware & Software Maintenance			-		-
6300 Miscellaneous/Contingency			-		-
6305 Stipend/Honorarium			-		-
6310 Internal Meetings	3,000	3,000	-	3,000	-
Total Operating Services	17,240	20,840	6,500	15,600	(5,240)
Consultant Services					
6410 Consultant Fees	5,000	5,000	5,000	5,000	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	5,000	5,000	5,000	5,000	-
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	1,000	1,000	-	1,600	600
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	1,000	1,000	-	1,600	600
Travel Expenses					
6610 Airfare	2,625			2,500	2,500
6620 Lodging	5,250			5,000	5,000
6640 Per Diem	2,000			2,000	2,000
6650 Other Travel Expense	1,125			1,000	1,000
Total Travel Expenses	11,000	-	-	10,500	10,500
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	7,250	7,250	5,000	7,000	(250)
6850 External Education/Training	-	-	-	-	-
Total Professional Development	7,250	7,250	5,000	7,000	(250)
Total OPERATING EXPENSES	1,078,392	1,070,992	916,500	1,139,314	68,322

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Health Systems Team	\$34,090.00	\$1,139,314.00	3242.08%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$835,181.00	0.00%

Description

Social Security Tax \$0.00 \$264,433.00 0.00%

Description

Mileage, Parking and Other Transportation \$1,440.00 \$1,000.00 0.00%

Description

Provides for cost related to travel (including parking) for local meetings with partners as well as regional or local trainings and conferences. Also covers the cost of the monthly allowance for public transportation. The amount is based on FY20-21 anticipated expenditures

Cell Phone & Mobile Devices \$14,400.00 \$9,600.00 0.00%

Description

Provides for 9-months, \$100/month reimbursement to 8 FTEs for use of personal cell phone/wi-fi/internet to conduct First 5 LA business. 8FTE x \$100 x 12 = \$9600.

Office Supplies \$1,500.00 \$1,500.00 0.00%

Description

Provides for general office supplies for 8 FTE for 12 months. This equates to approximately \$15/month/FTE.

Subscriptions & Publications \$500.00 \$500.00 0.00%

Description

Provides for the purchase of interactive presentations/polling apps and software including Mentimeter (\$9.99/month) and Kahoot (\$14.99/month). Potential other costs include online productivity services (e.g SmartSheets), journal subscriptions and articles.

Internal Meetings \$3,000.00 \$3,000.00 0.00%

Description

Provides for meetings that may include Commissioners, staff, grantees/contractors and stakeholders (e.g Quarterly Medi-Cal Managed Care and County Health Department meetings). Off-site department retreats are also included in this budget category. Anticipated costs include space rental and food.

Consultant Fees	\$5,000.00	\$5,000.00	0.00%
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Description

Provides funding for departmental capacity building and content-specific workshops/trainings not covered through anticipated programmatic consultant support. Consultant hourly rate is \$150 x 33 hours = \$4,950. Rounded up to 5,000.

Professional Dues	\$1,000.00	\$1,600.00	0.00%
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Description

Provides for staff to be members of professional organizations such as American Public Health Association (\$225/person) Collaborative Family Healthcare Association (\$230/person), and Infant Development Association of California (\$250/person; includes up to 4 staff). 7 FTE (programmatic staff) x \$225 = \$1,575, rounded up to \$1,600.

Airfare	\$0.00	\$2,500.00	0.00%
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Description

Provides for airfare to and from professional conferences or meetings outside of the Los Angeles area. Travel is expected across the state and nationwide for national summits/forums/conferences.

Lodging	\$0.00	\$5,000.00	0.00%
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Description

Provides for lodging at multi-day conferences or meetings outside of the Los Angeles area. Travel is expected across the state and nationwide for national summits/forums/conferences.

Per Diem	\$0.00	\$2,000.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area.

Other Travel Expenses	\$0.00	\$1,000.00	0.00%
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Description

Provides for travel related expenses outside LA County such as airport parking, cab/ride share, train/public transportation.

Conference/Training Registrations	\$7,250.00	\$7,000.00	0.00%
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Description

Provides for registration expenses for professional conferences and specialized in house training and workshops for the Health Systems staff to support the 2020-2028 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 complement organization-wide training, including focus on development of specific and general content knowledge, as needed. The amount is based on FY20-21 anticipated expenditures. For 8 FTE, that equals \$875/staff.

Office/Center/Team Name: Center for Child & Family Impact / Center Support Team

Authorized Positions:

Position	#
Executive Vice President	1
Senior County Strategist	1
Senior Program Officer	1
Executive Assistant to the EVP and Center Coordinator	1
Total:	4

Overview:

This overview only covers the 3 staff on the Center Support Team (CST) and the Executive Vice President. It is not meant to capture the overview of the individual teams which is provided in their sections of the budget.

The functions currently organized in what was referred to as the Programs Division will now be called the Center for Child and Family Impact to reflect First 5 LA's continued pivot from an organization primarily focused on developing, funding, and implementing programs to an organization leveraging its expertise and resources to create impact through policy and systems change. The Center will be led by an Executive Vice President responsible for leading this change through the work of our four primary functional area teams:

- Communities Team (Communities)
- Early Care and Education Team (ECE)
- Health Systems (Health) Team
- Family Supports (Families) Team
- Center Support Team (CST)

While these four existing functions will continue to operate as dedicated teams reporting to the Executive Vice President, intentional efforts led by the EVP will continue to focus on the three overarching areas of focus for implementation of the work grounded in the 2020-28 Strategic Plan: (1) further integration and collaboration in our work (both internally and externally), (2) further focus and prioritization of work over the next year, and (3) embracing our value in Diversity, Equity and Inclusion (DEI), imbedding that value in our work. Additionally, the CCFI will focus on the following priorities for FY 21-22

- Building upon our investment in community regional networks to identify community priorities and connection to partners both internal and external;
- Continued development of our relationship with health plans and finding ways to sustain our investments in Welcome Baby and Select Home Visitation;

- Learning from our partnership with county systems, especially in identifying information and referral pathways for families, and finding ways to align those pathways;
- Examining early care and education settings relied on by diverse families and ensuring our focus is better aligned to the systems (formal and informal) upon which families rely.

While each of the individual teams within the CCFI will lead the implementation of their team priorities, the EVP and 3 direct reports outside of those individual functional teams will compose the Center Support Team. The CST seeks to identify and cultivate partnerships that advance the strategic priorities of the Center for Child and Family Impact. These partnerships will catalyze additional funding for early childhood development and focus on diversifying and sustaining First 5 LA investments. CST will also work across the four functional teams to support internal integration.

Priorities for FY 21-22:

Sustainable Financing – The Center Support Team will continue to build relationships and develop and disseminate content knowledge across CCFI in order to create sustainable financing mechanisms that will support First 5 LA investments and priority areas, focusing primarily on home visiting in FY21-22.

1. *Home Visiting*: CST partners closely with the Family Supports Team to identify and cultivate opportunities to maintain programmatic operations in home visiting as First 5 LA revenue declines, including through Medi-Cal managed care plans, philanthropic opportunities, and legislation such as the Family First Prevention Services Act. In FY21-22, CST will also provide support in finalizing the Medi-Cal County-Based Administrative Activities (CMAA) pilot as resources are re-focused on alternate sustainability strategies.
2. *Medi-Cal Managed Care Plans*: One of the most promising sustainable financing strategies for First 5 LA investments, including home visiting, is through Medi-Cal managed care plans. CST partners with the Family Supports and Health Systems teams to develop strategic partnerships with managed care plans in order to improve care coordination and health-related outcomes for pregnant and parenting people, young children, and their families. Support for these efforts in the FY21-22 budget include funding to create a reimbursement infrastructure for First 5 LA to secure payment and consultation support from health care experts to ensure First 5 LA is maximizing potential revenue.

County and Philanthropic Partnerships -The Center Support Team will build and maintain relationships across County government and philanthropy to catalyze additional investments in early childhood.

1. *Child Maltreatment Prevention*: CST will continue to build upon the LA County Prevention Plan strengthening our partnership with the Office of Child Protection. CST is supporting the County's implementation of the Families First Prevention Services Act which moves funding upstream to more prevention services. New initiatives like the Thriving Families Safer Children Initiative and the emerging Community Family Resource Center project in the Antelope Valley offer concrete opportunities to build primary prevention supports in Best Start Communities.
2. *Economic/Food Security*: CST serves as a Strategic Liaison for the Center for Strategic Partnerships focusing their economic security strategy towards young children and families.
3. *Supporting Prevention and Early Intervention in Mental Health Systems*: CST manages consultant support to understand the landscape of mental health system financing and drive investments in early childhood supports
4. *Staffing and supporting county and philanthropic collaboratives*: CST provides representation for First 5 LA memberships in Southern California Grantmakers, the Center for Strategic Partnerships, the LA Partnership for Early Childhood Investment, LA N Sync, and other child wellbeing collaboratives.

CENTER FOR CHILD AND FAMILY IMPACT

		Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	396,972	396,972	350,000	595,731	198,759
	Total Employee Benefits	99,046	99,046	90,000	155,350	56,304
	Total Personnel Services	496,018	496,018	440,000	751,081	255,063
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	500	500	-	500	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	3,300	5,100	3,000	4,800	(300)
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,500	1,000	163	1,500	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	5,500	1,200	-	5,300	4,100
6315	Divisional Capacity Building	10,000	4,600	3,000	35,000	30,400
	Total Operating Services	21,050	12,650	6,163	47,350	34,700
Consultant Services						
6410	Consultant Fees	139,000	139,000	100,000	25,000	(114,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	139,000	139,000	100,000	25,000	(114,000)
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	3,125	-	-	3,000	3,000
6620	Lodging	3,125	-	-	3,000	3,000
6640	Per Diem	1,600	-	-	1,500	1,500
6650	Other Travel Expense	1,000	-	-	1,500	1,500
	Total Travel Expenses	8,850	-	-	9,000	9,000
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	5,000	-	-	-	-
6840	Conference Registrations	1,500	1,500	1,522	4,500	3,000
6850	External Education/Training	10,000	10,000	-	-	(10,000)
	Total Professional Development	16,500	11,500	1,522	4,500	(7,000)
	Total OPERATING EXPENSES	681,418	659,168	547,685	836,931	177,763

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Center for Child and Family Impact Support	\$163,150.00	\$836,931.00	412.98%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$595,731.00	0.00%

Description

Social Security Tax \$0.00 \$155,350.00 0.00%

Description

Mileage, Parking and Other Transportation \$500.00 \$500.00 0.00%

Description

Provides mileage reimbursement and both street and structure parking for 4 staff members when private vehicle is used, as well as covering rideshare fees when traveling for business in the 3rd or 4th quarter of FY 21-22. For budget estimates, the FY 20-21 budget was maintained as an estimate, as we are unsure of the anticipated driving needs once we return to the office.

Cell Phone & Mobile Devices \$5,100.00 \$4,800.00 0.00%

Description

Given 4 FTEs, we have 4 x \$100 => \$400 x 12 months = \$4800

Office Supplies \$1,000.00 \$1,500.00 0.00%

Description

Provides for general office supply needs and services such as notebooks, pens and printing, for 4 staff members. This line item also includes any supplies or materials for Center wide meetings and retreats.

Subscriptions & Publications \$250.00 \$250.00 0.00%

Description

Provides for anticipated purchase of subscriptions and publications such as the Health Affairs Journal (\$147/annually), Stanford Social Innovation Review (\$39.95/annually) and an additional \$60 for miscellaneous subscriptions or publications that are needed and relevant to the work.

Internal Meetings	\$1,200.00	\$5,300.00	0.00%
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Description

Provides for expenses for internal and external Center community and leadership meetings attended and hosted by Center staff in the 3rd or 4th quarter of FY 21-22. Expenses include catering, venue fees and other meeting related expenses. Examples of meetings include the quarterly Medi-Cal Managed care meetings, Home Visiting Leaders meetings, and other meetings with county partners like DCFS, DPSS or OCP. For budget estimates, we reduced the FY 20-21 budget by 50%, for a total of \$2,750 and added an additional \$500 for anticipated meetings from the Center Support team.

Also provides for expenses for 1 Center off-site meeting/retreat in the 3rd or 4th quarter of FY 21-22, which includes catering for 50 staff at the County reimbursement rate ($17 \times 50 = 850$), and funds for a venue with a \$1,200 budget for a total estimated cost of \$2,050.

Division Capacity Building	\$4,600.00	\$35,000.00	0.00%
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Description

Provides for center-wide learning sessions and staff development, such as the Center sponsored learning series. Anticipated costs include transportation, materials and honorariums for speakers.

The funds that were previously housed under external education/training are being moved to this line item as they both relate to Center capacity building. These funds will also be utilized for Center staff professional development and training. Previous examples include the Qualitative Data Camp and Facilitation training. A potential training for FY 21-22 is Human Centered Design.

Consultant Fees	\$139,000.00	\$25,000.00	0.00%
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Description

Provides funds for anticipated needs for technical assistance from consultant work for the Center. In past fiscal years, this fund has been used to support the work of consultant fees for Gina Airey, who assisted in developing and implemented the Programs Division Business Plan. Gina Airey's contract composite rate was \$150 per hour. While the procurement guidelines may be changing, using the current guidelines, this anticipated contract would use a composite rate of \$150 per hour, for a total of 166 hours, with some potential flexibility for the funds to be distributed for travel, business supplies etc.

Airfare	\$0.00	\$3,000.00	0.00%
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Description

Provides for airfare for staff members to attend external meetings or events in the 3rd or 4th quarter of FY21-22. As the previous budget was primarily used by the SVP, for budget estimates, the FY 20-21 budget was reduced by 50% to \$1,500. For the remaining 2 staff, we estimated $750 \times 2 = 1500$, to provide airfare for at least one non-local conference at \$500, and an additional \$250 for potential travel to external meetings.

Lodging	\$0.00	\$3,000.00	0.00%
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Description

Provides for lodging expenses for three staff to attend external meetings or events in the 3rd or 4th quarter of FY21-22. For budget estimates, the FY 20-21 budget was reduced by 50% = \$1,500. As the previous budget was primarily used by the SVP, we estimated $1,500 \times 3 \text{ staff} = 3,000$.

Per Diem	\$0.00	\$1,500.00	0.00%
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Description

Provides for per diem for the 3 staff members to attend external meetings or events in the 3rd or 4th quarter of FY21-22. As per diem varies and is not always associated with a conference, and therefore is not tied to the conference funding balance, the budget estimate is \$500 per person.

Other Travel Expenses	\$0.00	\$1,500.00	0.00%
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Description

Provides for other travel expenses for the 3 staff members to attend external meetings or events in the 3rd or 4th quarter of FY21-22. Expenses may include rideshare/taxi fees, parking structure fees, internet fee or other expenses that do not fit into other travel categories. For budget estimates, the FY 19-20 budget was reduced by 50% = \$500. As the previous budget was primarily used by the SVP, we estimated \$500 x 3 staff = \$1,500.

Conference/Training Registrations	\$1,500.00	\$4,500.00	0.00%
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Description

Provides registration expenses for business conferences, events and/or professional development for the Senior Vice President, this includes virtual events while teleworking. These funds are being increased from FY 20-21, as \$1,000 from leadership programs are being allocated into this line item for potential professional development fees for the Senior Vice President. Additionally, some funds will be allocated for local events, conferences, or professional development for the Executive Assistant.

An additional \$3,000 provides for conference registration fees for 2 staff members to attend 1 non-local conference in the 3rd or 4th quarter of FY 21-22, and at least 1 local and/or virtual conference or series of events. Each staff member has an allocation of \$1,500.

OFFICES

EXECUTIVE DIRECTOR'S OFFICE - SUMMARY FY 2021-22

		FY 2020-21					FY 2021-22		Variance	
		Revised Budget	Executive Director's Office	Office of Data for Action	Office of Communications	Office of Equity, Strategy and Public Policy	Proposed Budget	From FY 2020-21		
Personnel Services										
Salaries	Total Salaries	2,175,002	926,709	814,697	1,001,160	474,796	4,274,406	2,099,404		
	Total Employee Benefits	613,765	302,833	204,265	316,682	159,361	1,288,401	674,636		
	Total Personnel Services	2,788,767	1,229,542	1,018,962	1,317,812	634,157	5,562,807	2,774,010		
Operating Services										
6205	ADP-Payroll	-	-	-	-	-	-	-		
6210	Worker's Compensation Insurance	-	-	-	-	-	-	-		
6215	Utilities	-	-	-	-	-	-	-		
6220	Corporate Insurance	-	-	-	-	-	-	-		
6225	Mileage, Parking and Other Transportation	10,500	1,000	700	3,000	2,000	7,200	(3,300)		
6230	Telephone	31,000	7,200	8,400	12,000	7,200	46,800	15,800		
6235	Cell Phone & Mobile Devices	600	-	-	-	-	1,000	400		
6240	Outside Printing & Publishing	-	-	-	-	-	-	-		
6245	Other Supplies	-	-	-	-	-	-	-		
6250	Postage & Delivery	-	-	-	-	-	-	-		
6255	Educational Supplies	900	-	-	-	600	1,600	700		
6260	Office Supplies	9,250	3,000	700	6,000	3,600	15,800	6,550		
6265	Subscriptions & Publications	18,700	-	500	9,597	250	23,947	5,247		
6270	Capital Outlay	-	-	-	-	-	-	-		
6275	Equipment-Rents & Leases	-	-	-	-	-	-	-		
6280	Building Repair & Maintenance	-	-	-	-	-	-	-		
6285	Equipment Repairs & Maintenance	-	-	-	-	-	-	-		
6290	Offsite Storage	9,000	-	-	9,000	-	9,000	-		
6295	Hardware & Software Maintenance	3,480	-	-	3,480	-	3,480	-		
6300	Miscellaneous/Contingency	-	50,000	-	-	-	50,000	50,000		
6305	Stipend/Honorarium	-	-	-	-	2,100	2,100	2,100		
6310	Internal Meetings	-	6,000	6,000	11,500	3,000	34,000	6,500		
6315	Divisional Capacity Building	-	-	-	-	-	-	-		
	Total Operating Services	110,930	67,200	16,300	54,577	18,750	194,927	83,997		
Consultant Services										
6410	Consultant Fees	15,000	-	20,000	-	567,500	587,500	572,500		
6420	Other Professional Fees	-	-	-	-	-	-	-		
6430	External Reviewers	-	-	-	-	-	-	-		
	Total Consultant Services	15,000	-	20,000	-	567,500	587,500	572,500		
Professional Services										
6510	Audit	-	-	-	-	-	-	-		
6520	Legal Fees	-	225,000	-	-	-	225,000	225,000		
6540	Professional Dues	4,828	-	945	3,328	1,350	5,623	795		
6550	Staff Recruitment	-	-	-	-	-	-	-		
6560	Commissioners Stipends	-	-	-	-	-	-	-		
6570	Web-Based Services	-	-	-	-	-	-	-		
6580	Bank & Other Service Charges	-	-	-	-	-	-	-		
	Total Professional Services	4,828	225,000	945	3,328	1,350	230,623	225,795		
Travel Expenses										
6610	Airfare	-	2,000	4,000	-	1,500	7,500	7,500		
6620	Lodging	-	1,500	4,200	-	2,000	7,700	7,700		
6640	Per Diem	-	1,000	1,400	-	1,500	3,900	3,900		
6650	Other Travel Expense	-	250	1,000	-	500	1,750	1,750		
	Total Travel Expenses	-	4,750	10,600	-	5,500	20,850	20,850		
Professional Development										
6810	Training Materials & Supplies	1,000	-	-	1,000	-	2,700	1,700		
6820	Internal Training	14,000	-	-	6,000	-	13,500	(500)		
6830	Leadership Programs	-	-	-	-	-	-	-		
6840	Conference Registrations	33,500	2,000	20,000	9,000	7,500	38,500	5,000		
6850	External Education/Training	18,500	-	-	5,000	7,500	12,500	(6,000)		
	Total Professional Development	67,000	2,000	32,000	9,000	24,200	67,200	200		
	Total OPERATING EXPENSES	2,986,525	1,528,492	1,066,807	1,407,717	1,236,257	6,663,907	3,677,352		

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Office/Center/Team Name: Executive Director’s Office

Authorized Positions:

Position	#
Executive Director	1
Chief of Staff	1
Manager, Organization Engagement	1
Manager, Board Relations	1
Executive Assistant to the Executive Director	1
Executive Administrative Assistant	1
Total:	6

Overview:

The organization’s senior executive, the Executive Director, leads the entire organization with the support of members of the Executive Director’s Office, including an Executive Assistant. Led by a Chief of Staff, the Executive Director’s Office responsibilities include:

- Board relations and administration, led by a Board Relations Manager and an Executive Administrative Assistant. Key Board relations responsibilities include managing all aspects of Board meetings, supporting the needs of Board members, coordinating compliance with First 5 LA bylaws and governance guidelines, and managing First 5 LA’s contract for legal services.
- Organization engagement and communication, led by an Organization Engagement Manager. Key organization engagement responsibilities include developing and coordinating staff meetings, collaborating with others to improve staff access to critical information, promoting effective organization-wide information sharing, and supporting more effective organization-wide communication, integration and alignment.
- Leadership team coordination, led by the Chief of Staff. In addition to the Executive Director, First 5 LA is led by a Leadership Team comprised of the heads of each Center, Office, and Team, and the Executive Director’s Office is responsible for coordinating Leadership Team engagement.

While the Executive Director’s Office is responsible for coordinating and managing these core organization-wide activities, all work related to Board relations, organization, and Leadership Team engagement is done through organization-wide collaboration and a focus on diversity, equity, and inclusion.

Priorities for FY 21-22:

In addition to engaging with all Centers, Teams, and Offices to advance implementation of the Strategic Plan organization-wide, the Executive Director's Office will lead the following work in FY 21-22:

- Managing, executing, and seeking opportunities to improve Board of Commissioner meetings and strengthen Board governance.
- Ensuring First 5 LA compliance with the organization's bylaws and applicable rules and regulations. Specifically, in FY 21-22 First 5 LA will re-procure legal services for the Commission and continue to execute processes to support Commissioner compliance with state and county ethics rules and Board-approved governance guidelines.
- Developing an organization-wide engagement strategy focused on improving internal communication and information sharing, increasing the effectiveness of staff and Leadership Team meetings, and creating opportunities for staff to inform, shape, and develop greater ownership over First 5 LA's work
- Coordinating continued efforts to implement changes and refinements to First 5 LA's structure to best support implementation of the Strategic Plan, including the development of cross-functional teams and clarification of staff roles and responsibilities
- Coordinating First 5 LA's continued response to COVID-19, including efforts to prepare for the organization's ability to return to onsite work and the adaptation of policies and practices building upon lessons learned during the pandemic
- Identifying and facilitating opportunities for cross-functional collaboration and the development of organization-wide strategies and processes to advance First 5 LA's work

EXECUTIVE DIRECTOR'S OFFICE

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	1,035,051	1,035,051	900,000	926,709	(108,343)
Total Employee Benefits	281,687	281,687	207,377	302,833	21,146
Total Personnel Services	1,316,739	1,316,739	1,107,377	1,229,542	(87,197)
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	1,200	1,000	(1,000)
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	6,000	10,200	1,500	7,200	(3,000)
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	4,000	4,000	500	3,000	(1,000)
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	-	25,000	-	-	(25,000)
6310 Internal Meetings	12,000	12,000	12,000	6,000	(12,000)
6315 Division Capacity Building	25,000	-	-	-	-
Total Operating Services	99,000	103,200	15,398	67,200	(42,000)
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	150,000	150,000	81,645	225,000	75,000
6540 Professional Dues	75,000	75,000	75,000	-	(75,000)
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	225,000	225,000	156,645	225,000	-
Travel Expenses					
6610 Airfare	4,000	-	3,500	2,000	2,000
6620 Lodging	3,000	-	600	1,500	1,500
6640 Per Diem	2,000	-	500	1,000	1,000
6650 Other Travel Expense	500	-	-	250	250
Total Travel Expenses	9,500	-	4,600	4,750	4,750
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	3,000	3,000	1,500	2,000	(1,000)
6850 External Education/Training	-	-	-	-	-
Total Professional Development	3,000	3,000	1,500	2,000	(1,000)
Total OPERATING EXPENSES	1,803,239	1,797,939	1,385,165	1,528,492	(275,447)

Budget Fiscal Year: 2021 - 2022	Status: Proposed
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Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Executive Directors Office	\$481,200.00	\$1,528,492.00	217.64%

Benefits	\$0.00	\$0.00	
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GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$926,709.00	0.00%

Description

Social Security Tax	\$0.00	\$302,833.00	0.00%
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Description

Mileage, Parking and Other Transportation	\$2,000.00	\$1,000.00	0.00%
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Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phone & Mobile Devices	\$10,200.00	\$7,200.00	0.00%
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Description

Provides for reimbursement of cell phone charges and internet costs for 6 staff for 12 months. \$600 X 12 months = \$7200.00.

Office Supplies	\$4,000.00	\$3,000.00	0.00%
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Description

Provides general office supplies for the office's staff.

Miscellaneous/Contingency	\$50,000.00	\$50,000.00	0.00%
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Description

Funding for unforeseen organizational expenses.

Internal Meetings	\$12,000.00	\$6,000.00	0.00%
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Description

Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

Legal Fees	\$150,000.00	\$225,000.00	0.00%
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Description

The Executive Director's Office holds the organization-wide contract for legal counsel. The proposed increase in legal services budgets reflect two primary changes from Fiscal Year 2020-21:

- 1) Shifting the existing budget (\$65,000) for lobbying compliance legal services from the Office of Government Affairs and Public Policy to the Executive Director's Office to align all legal services funding in one budget.

- 2) Increasing funding (\$10,000) for legal services to support priority work related to federal Health Information Privacy laws (HIPAA) anticipated in priority Health Systems and Family Supports sustainability and partnership work. The total anticipated scope and cost of the HIPAA-related legal work is unclear at this point, and further adjustments may be necessary during the mid-year budget process to account for these costs.

Airfare	\$0.00	\$2,000.00	0.00%
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Description

Provides funding for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	\$0.00	\$1,500.00	0.00%
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Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	\$0.00	\$1,000.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	\$0.00	\$250.00	0.00%
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Description

Provides for miscellaneous expenses when staff is traveling outside of Los Angeles County on First 5 LA business. Expenses may include tax, UBER, Lyft and other travel expenses that do not fit into other travel cost categories.

Conference/Training Registrations	\$3,000.00	\$2,000.00	0.00%
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Description

Provides for registration expenses for professional conferences and/or seminars.

BOARD OF COMMISSIONERS

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	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	3,000	3,000	500	1,500	(1,500)
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	2,000	(1,000)
6265 Subscriptions & Publications	-	-	-	-	-
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenan	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	8,000	8,000	680	3,500	(4,500)
Total Operating Services	14,250	14,250	1,430	7,250	(7,000)
Consultant Services					
6410 Consultant Fees	20,000	20,000	-	20,000	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	20,000	20,000	-	20,000	-
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	-	-	-	-	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	25,000	25,000	6,300	23,000	(2,000)
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	25,000	25,000	6,300	23,000	(2,000)
Travel Expenses					
6610 Airfare	2,000	-	-	1,000	1,000
6620 Lodging	2,000	-	-	1,000	1,000
6640 Per Diem	1,500	-	-	750	750
6650 Other Travel Expense	500	-	-	250	250
Total Travel Expenses	6,000	-	-	3,000	3,000
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	3,000	3,000	-	1,500	(1,500)
6850 External Education/Training	-	-	-	-	-
Total Professional Development	3,000	3,000	-	1,500	(1,500)
Total OPERATING EXPENSES	68,250	62,250	7,730	54,750	(7,500)

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Board of Commissioners	\$68,250.00	\$54,750.00	-19.78%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Mileage, Parking and Other Transportation	\$3,000.00	\$1,500.00	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 \$2,000.00 0.00%

Description

Provides for general office supplies used for administrative support to the Board of Commissioners.

Internal Meetings \$8,000.00 \$3,500.00 0.00%

Description

Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

Consultant Fees \$20,000.00 \$20,000.00 0.00%

Description

Provides for transcription services for Board of Commission meetings.

Commissioners Stipends \$25,000.00 \$23,000.00 0.00%

Description

Provides stipends to Commissioners who participate in regularly scheduled meetings (via conference calls or in person), Commission, Closed Session, Executive Committee, Budget & Finance Committee, Program & Planning Committee, Ad Hoc Committee and special meetings.

Airfare \$2,000.00 \$1,000.00 0.00%

Description

Provides airfare expenses to and from professional conferences and seminars outside of Los Angeles area.

Lodging \$2,000.00 \$1,000.00 0.00%

Description

Provides for lodging at multi-day professional conferences and seminars outside of Los Angeles area.

Per Diem	\$1,500.00	\$750.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences outside of Los Angeles area.

Other Travel Expenses	\$500.00	\$250.00	0.00%
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Description

Provides for miscellaneous expenses when Commissioners are traveling outside of LA County on First 5 LA's business. Expenses may include taxi, Uber, Lyft and other travel expenses that do not fit into other travel cost categories.

Conference/Training Registrations	\$3,000.00	\$1,500.00	0.00%
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Description

Provides for registration expenses for professional conferences and/or seminars.

Office/Center/Team Name: Office of Data for Action

Authorized Positions:

Position	#
Chief Data Officer	1
Data Strategy Manager	3
Data Strategy Specialists	3
Total:	7

Overview:

The Office of Data for Action (ODFA) provides organization-wide expertise in measurement, evaluation and data-related endeavors. ODFA is responsible for:

- Advancing an organization-wide data strategy across all teams, including the Center for Operational Excellence, functional Offices, and the Center for Child and Family Impact. The Data Strategy will be inclusive approaches to addressing prioritized data needs as well as strategies to promote dissemination and use including a dashboard.
- Providing leadership for the ongoing alignment, refinement and implementation of the Impact Framework to support the implementation of the Strategic Plan. Additionally, the office will regularly produce and disseminate indicator reports and other products related to the Impact Framework to engage our staff and partners in understanding our impact.
- Providing technical assistance for First 5 LA's research, evaluation and data needs, such as advising on methodology, assessing the quality of research and data proposals and plans, and supporting adherence with regulations, standards, and policies related to data ownership, privacy, accessibility and quality.
- Managing data and research investments that support the entire organization.

Priorities for FY 21-22:

Following is a brief summary of the critical work the Office of Data for Action will be leading in FY 21-22 in support of Strategic Plan implementation.

- ODFA will lead the development of a Data Strategy that articulates First 5 LA's prioritized data needs, grounded in the Strategic Plan, and the approaches we will use to address them. Since the Data Strategy will be informed by internal and external stakeholders, engagement to solicit input and feedback will be integral to the process.
- In response to emergent needs from the Data Strategy as well as needs that have already been identified (e.g., HIPAA compliance), ODFA will begin to establish a data governance infrastructure inclusive of data-related policies and practices that will facilitate access to high quality data.

- ODFA will lead the continued development and refinement of the Impact Framework. The emphasis in FY 21-22 will be refining and measuring short-term markers of progress (STMPs), updating result and contextual indicator data where possible based on the availability of new data, and identifying indicators to measure and track organizational performance and culture.
- Through the ASSIST project, ODFA will lead the development on an infrastructure for the effective delivery of technical assistance to staff across the organization. The infrastructure will address things such as requesting support, determining what's needed to fulfill request, assessing the capacity to provide support, and mechanisms to deliver and track support.
- ODFA will lead the Annual Reporting process to First 5 California. Additionally, we enable local use of the data by developing a brief that highlights how Proposition 10 funds have been used in L.A. County and the children, family, communities and providers served by the agencies and systems we support. Success stories will facilitate organizational learning and reflection and will be available to spur communication efforts.
- ODFA will lead data partnerships with the Children's Data Network, Public Health Foundation Enterprise (PHFE) WIC and the L.A. County Office of the Chief Information Office. These data partnerships support our systems change efforts, provide data for the Impact Framework and will ultimately be aligned with the Data Strategy. Additionally, depending on the needs of the Data Strategy we may also initiate new data partnerships.

OFFICE OF DATA FOR ACTION

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	485,269	485,269	550,000	814,697	329,428
Total Employee Benefits	127,556	127,556	200,000	204,265	76,709
Total Personnel Services	612,824	612,824	750,000	1,018,962	406,138
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	-	700	(300)
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	3,000	5,400	5,400	8,400	3,000
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	1,000	1,000	-	700	(300)
6265 Subscriptions & Publications	1,000	1,000	-	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	6,000	6,000	-	6,000	-
6315 Divisional Capacity Building	-	-	-	-	-
Total Operating Services	12,000	14,400	5,400	16,300	1,900
Consultant Services					
6410 Consultant Fees	15,000	15,000	-	20,000	5,000
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	15,000	15,000	-	20,000	5,000
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	1,500	1,500	-	945	(555)
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	1,500	1,500	-	945	(555)
Travel Expenses					
6610 Airfare	8,000	-	-	4,000	4,000
6620 Lodging	9,000	-	-	4,200	4,200
6640 Per Diem	4,100	-	-	1,400	1,400
6650 Other Travel Expense	1,800	-	-	1,000	1,000
Total Travel Expenses	22,900	-	-	10,600	10,600
Professional Development					
6810 Training Materials & Supplies	-	-	-	500	500
6820 Internal Training	3,000	3,000	-	10,000	7,000
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	6,000	6,000	1,000	7,000	1,000
6850 External Education/Training	6,000	6,000	-	7,000	1,000
Total Professional Development	15,000	15,000	1,000	24,500	9,500
Total OPERATING EXPENSES	679,224	658,724	756,400	1,091,307	432,583

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Office of Data for Action	\$45,900.00	\$1,091,307.00	2277.58%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$814,697.00	0.00%

Description

Social Security Tax \$0.00 \$204,265.00 0.00%

Description

Mileage, Parking and Other Transportation \$1,000.00 \$700.00 0.00%

Description

Provides for expense reimbursement for up to seven staff that use their private vehicles and ride-share services in the course of conducting commission business during the last two quarters of the fiscal year. Monthly mileage and parking reimbursements fluctuate based on the distance driven. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first two quarters of the fiscal year.

Cell Phone & Mobile Devices \$5,400.00 \$8,400.00 0.00%

Description

Per First 5 LA's Mobile Device Policy, eligible staff who are required to be accessible while working outside of the office or during after-hours, are provided a monthly reimbursement for use of his/her personal mobile device. Cell phone reimbursements will be paid at \$100 per month for up to seven full-time staff for twelve months.

Office Supplies \$1,000.00 \$700.00 0.00%

Description

Provides for consumable office supplies for the department at an estimate of \$100 per year per employee.

Subscriptions & Publications \$1,000.00 \$500.00 0.00%

Description

Provides resource for subscriptions to publications, such as the American Journal of Evaluation, Evaluation Review, Qualitative Research and Qualitative Inquiry.

Internal Meetings	\$6,000.00	\$6,000.00	0.00%
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Description

Provides for expenses related to quarterly ODFA retreats as well as internal meetings with other teams in the organization for collaborative planning, sensemaking and data utilization. Additional resources are included for up to four external speakers at \$500 each. The honorarium amount is based on historical expenditures for similar staff engagement opportunities. Meeting expenses may include facility rentals, catering, meeting materials, etc. Following public health guidance, this line item accounts for virtual meetings for the first two quarters of the fiscal year.

Consultant Fees	\$15,000.00	\$20,000.00	0.00%
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Description

Provides for a consultant to design, plan, facilitate, document and support action items related to quarterly ODFA retreats. The goal of these retreats is reflection, recalibration and short- and long-term planning in support of organizational and ODFA-specific goals and priorities. Funds are projected for approximately 130 hours or just over 30 hours for each of the four meetings at an hourly rate of \$150.

Professional Dues	\$1,500.00	\$945.00	0.00%
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Description

Provides for membership to the American Evaluation Association. Membership is \$135 per person per year for up to seven staff.

Airfare	\$0.00	\$4,000.00	0.00%
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Description

Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include: American Evaluation Association, The Evaluator's Institute, Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits. Approval from the Chief Data Officer will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year.

Lodging	\$0.00	\$4,200.00	0.00%
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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. Examples of anticipated conferences include American Evaluation Association, Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits. Approval from the Chief Data Officer will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year.

Per Diem	\$0.00	\$1,400.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Other Travel Expenses	\$0.00	\$1,000.00	0.00%
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Description

Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Training Materials and Supplies	\$0.00	\$500.00	0.00%
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Description

Provides for expenses such as books, videos, and other educational resources related to enhancing staff core capabilities in measurement, evaluation, data visualization, data-driven decision-making, adult learning, organizational performance, and/or individual professional development.

Internal Training	\$3,000.00	\$10,000.00	0.00%
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Description

Provides for resources for two virtual or onsite trainings at \$5,000 per training. The amount is based on historical expenditures for similar staff learning opportunities on highly technical subject matter. Following public health guidance, internal trainings are anticipated to be fully virtual in the first two quarters of the fiscal year.

Conference/Training Registrations	\$6,000.00	\$7,000.00	0.00%
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Description

Provides for registration expenses for professional conferences. Examples include American Evaluation Association, Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits. Conference fees range from \$200-\$875 per registration. Webinars and peer learning circles can range from \$25-\$75 per participant. Approval from the Chief Data Officer will be obtained prior to incurring any expenses. Following public health guidance, this line item accounts for less travel and participation in virtual learning opportunities for the first six months of the fiscal year.

External Education/Training	\$6,000.00	\$7,000.00	0.00%
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Description

Provides for registration expenses for Technical skills training for 7 FTEs at \$1,000 each. Examples include Claremont Graduate University Professional Development Series and The Evaluator's Institute. Approval from the Chief Data Officer will be obtained prior to incurring any expenses. Following public health guidance, this line item accounts for less travel and participation in virtual learning

Office/Center/Team Name: Office of Communications

Authorized Positions:

Position	#
Chief Communications Officer	1
Communications Manager, Strategic Initiatives	1
Communications Manager, Marketing Strategies	1
Communications Manager, Stakeholder Strategies	1
Graphic Designer	1
Digital Content Specialist	1
Communications Specialist	1
Writer & Editor	2
Administrative Assistant	1
Total:	10

Overview:

The Office of Communications provides organization-wide communications and marketing strategies with expertise in changing norms, attitudes, behaviors and beliefs to positively impact the futures of young children and families in Los Angeles County by advancing First 5 LA's 2020-28 Strategic Plan. The Office of Communications is responsible for:

- Building public will essential to lasting and equitable change within systems of services, such as early education and health care systems. The Office of Communications' strategy is executed by its teams responsible for Strategic Communications, Strategic Partnerships, Marketing Strategies, respectively focused on impact through story sharing; to build capacity within newsrooms; audience reach, engagement and influence through traditional and digital media platforms; and coordination of internal and external stakeholder communications.
- Creating urgency to address issues and improve conditions impacting early childhood development by engaging, educating, and influencing decision makers including parents and caregivers; state policymakers, local elected offices, and community and county agencies; and leaders across business, community and higher education institutions.
- Providing branding expertise and building program-focused communications strategies in partnership with knowledge experts within our Centers, Offices and Teams to execute interlocking tactics that deliver effective and consistent external-facing documents, key messages, issue-driven campaigns, and related efforts aligned to the 2020-28 Strategic Plan.

Priorities for FY 21-22:

- Contribute communications expertise to further advance priorities of the Center for Child & Family Impact teams and Office teams by deploying targeted communications tactics, including reaching and engaging target audiences, with an emphasis on “hard-to-reach” communities. This emphasis is in consideration of digital divide factors, public relations, content creation and storytelling, as well as social media and digital marketing to amplify with urgency the stories of young children and their families.
- Build on past strategic partnerships by directing investments to fund organizations and news outlets that will create more robust capacity to report on early childhood development issues. For example, intensify coverage of the importance and urgency for young children to receive access to developmental screenings and lift-up systems change efforts with the launch of Help Me Grow LA in FY21-22, aligning with Health Systems Team and partners at the Department of Public Health.
- Conduct audience research and analysis on the attitudes and beliefs of the general public and parents on early childhood development that will be used to shape public will-building efforts. Targeted audience research will also support specific issue-based campaigns in partnership with Center for Child & Family Impact teams and Office teams to align priorities and combine research efforts.
- Contribute communications expertise to further advance the priorities of the Office of Government Affairs & Public Policy. Development of “issue-specific” campaigns and engagement efforts will target key stakeholders and general public in an effort to build understanding of the critical need and opportunity to support the healthy development of young children with a “whole family, whole child” framing in funding, policy and practice decisions.
- Apply strategic marketing expertise to reach, engage and influence the public, parents and community, and catalyze changes in behavior – such as reaching new and expectant parents to normalize the use of Home Visiting, defining “quality” for parents seeking childcare, and explaining to key stakeholders and the public how children under the age of the 5 are a “special population” that should be prioritized in budget and policy decisions. Examples of this work deployed in partnership, collaboration and consultation with Center for Child & Family Impact teams and Office teams include campaigns to support countywide African American Infant and Maternal Mortality initiatives and the launch of Help Me Grow LA in partnership with the Health Systems team.

OFFICE OF COMMUNICATIONS

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	855,240	855,240	855,240	1,001,160	145,920
Total Employee Benefits	260,432	260,432	260,432	316,652	56,220
Total Personnel Services	1,115,672	1,115,672	1,115,672	1,317,812	202,140
Operating Services					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Trans	2,000	2,000	-	3,000
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	5,800	11,200	11,200	12,000
6240	Outside Printing & Publishing	-	-	-	-
6245	Other Supplies	-	-	-	-
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	-	-	-	-
6260	Office Supplies	6,000	6,000	400	6,000
6265	Subscriptions & Publications	4,200	7,200	2,000	9,597
6270	Capital Outlay	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-
6290	Offsite Storage	9,000	9,000	9,000	9,000
6295	Hardware & Software Maintenan	3,480	3,480	3,000	3,480
6300	Miscellaneous/Contingency	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-
6310	Internal Meetings	11,500	11,500	-	11,500
Total Operating Services	41,980	50,380	25,600	54,577	4,197
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	3,328	3,328	270	3,328
6550	Staff Recruitment	-	-	-	-
6560	Commissioners Stipends	-	-	-	-
6570	Web-Based Services	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-
Total Professional Services	3,328	3,328	270	3,328	-
Travel Expenses					
6610	Airfare	10,000	-	-	-
6620	Lodging	10,000	-	-	-
6640	Per Diem	6,000	-	-	-
6650	Other Travel Expense	-	-	-	-
Total Travel Expenses	26,000	-	-	-	-
Professional Development					
6810	Training Materials & Supplies	1,000	1,000	-	1,000
6820	Internal Training	6,000	6,000	-	6,000
6830	Leadership Programs	-	-	-	-
6840	Conference Registrations	20,000	20,000	10,000	20,000
6850	External Education/Training	5,000	5,000	-	5,000
Total Professional Development	32,000	32,000	10,000	32,000	-
Total OPERATING EXPENSES	1,218,980	1,201,380	1,182,687	1,407,717	206,337

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Office of Communications	\$85,708.00	\$1,407,717.00	1542.46%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$1,001,160.00	0.00%

Description

Social Security Tax \$0.00 \$316,652.00 0.00%

Description

Mileage, Parking and Other Transportation \$2,000.00 \$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 \$11,200.00 \$12,000.00 0.00%

Description

Cell Phones and Mobile Devices is estimated at \$9,000 (i.e., Given 10 FTE's, we have 10 x \$100 = \$1000 x 12mo = \$12,000).

Office Supplies \$6,000.00 \$6,000.00 0.00%

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, podium, microphones, lighting equipment, electronic storage devices, miscellaneous electronic accessories, and other supplies as needed for photo shoots.

Subscriptions & Publications \$7,200.00 \$9,597.00 0.00%

Description

Anticipated costs for Subscriptions and Publications are estimated at \$9,597 for FY 21-22 to cover subscriptions to the following print and electronic publications:

1. LA Times (\$136/ 8-weeks) - \$952
2. New York Times (\$17/month) - \$204
3. SJ Mercury News (\$9.95/month) - \$120
4. Washington Post (\$10/month) - \$120
5. Education Week (\$19/month) - \$228
6. Grammarly (\$140/yr/user) - \$450
7. Wall St. Journal (\$111/6 months) - \$222
8. Associated Press Stylebook Online (7 users) - \$200
9. Full Contact - \$60/yr - \$60
10. The Imprint (\$7.95/month) - \$96
11. Harvard Business Review (\$10/month) - \$120
12. Sacramento Bee (\$160/year) - \$160
13. The Atlantic (\$50/year)
14. The New Yorker (\$50/year) - \$50
15. PRWeek (\$380/year) - \$380
16. Quartz (\$74.99/year) - \$75
17. Adobe Creative Cloud Software Suite (\$52.99/month) (2 users) - \$1272
18. MailChimp (\$280/month) - \$3360
19. iStockPhoto (\$350/year) - \$350
20. Amazon Prime (\$130/year) - \$130
21. Trello (\$719/year) - \$719
22. GTranslate (\$279/year) - \$279

Offsite Storage \$9,000.00 \$9,000.00 0.00%

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 FY 21-22 as storage space is consolidated and a RFV for the fulfillment of promotional items is enacted.

Hardware & Software Maintenance \$3,480.00 \$3,480.00 0.00%

Description

In FY 21-22 we anticipate spending \$3,480 for hardware and software maintenance which includes:
 Adobe Creative Cloud software suite (\$49.99/user/mth) - \$1200 for 2 person design team
 AirTable (\$10/user/mth) - \$600 for 5 person content development team
 Cloudflare (\$20/mth) - \$240
 In addition to software subscriptions, \$ 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	\$3,328.00	\$3,328.00	0.00%
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Description

The FY 21-22 estimated Dues and Subscriptions budget of \$3,328 will cover the costs associated with the monthly online dues for the department's e-newsletter and e-blast needs such as:

MailChimp (\$100/mth) - \$1200

Dropbox - \$100/yr (storage site for videos, photos, etc.)

Training Materials and Supplies	\$1,000.00	\$1,000.00	0.00%
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Description

The proposed amount of \$1,000.00 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 trainings and convenings of various communications workgroups, and for books and other publications intended for professional development purposes.

Internal Training	\$6,000.00	\$6,000.00	0.00%
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Description

Funds will be used for training of department staff on the foundational skills required in communications work: marketing, writing, relationship building, branding and reputation, content creation, messaging, and social media engagement. Estimated training cost \$2,000-3,500 per session/topic. 6,000 has been budgeted for Internal Training.

Conference/Training Registrations	\$20,000.00	\$20,000.00	0.00%
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Description

In FY 21-22 the Communications Department anticipates spending \$20,000 to have staff members attend 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	\$5,000.00	\$5,000.00	0.00%
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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. 5,000 has been budgeted for professional development.

Office/Center/Team Name: Office of Equity, Strategy, and Learning

Authorized Positions:

Position	#
Chief Learning Officer	1
Portfolio Manager	4
Executive Assistant/Office Coordinator	1
Total:	6

Overview:

The Office of Equity, Strategy and Learning provides organization-wide leadership in strengthening First 5 LA’s capacity as a learning organization and aligning strategy, internal operations, and organizational culture to effectively implement the 2020-2028 Strategic Plan. The Office is responsible for:

- Coordinating an organization-wide process for continuing to implement and refine the Strategic Plan, including the process to set organization-wide priorities. This responsibility will support the integration of multiple organization-wide processes into a cohesive approach to planning, prioritization, and implementation.
- Facilitating an organization-wide approach to improving culture and embedding First 5 LA’s values within work across the organization, including the development of an equity framework that deepens and sustains First 5 LA’s commitment to diversity, equity, and inclusion.
- Developing, articulating, and implementing an organization-wide learning agenda, focused on organizational strategy, culture, and business objectives. This responsibility includes knowledge curation that enables organization-wide knowledge sharing and application for ongoing improvement in the work internally and externally.

Priorities for FY 21-22:

The following is a brief summary of the critical work the Office is leading in FY 21-22 to support of Strategic Plan implementation. The Office of Equity, Strategy, and Learning will:

- Lead efforts to adapt First 5 LA’s work planning and resource forecasting approach and processes for FY 22-23 based on learning from FY 21-22. Work planning and resource forecasting will include processes to further focus and prioritize First 5 LA’s work to achieve strategic plan goals, identify opportunities for greater alignment and integration across teams, and connect internal operational processes (e.g. contract monitoring and renewals, budget development) to strategic plan implementation.

- Support the Office of Data for Action’s efforts to refine the Impact Framework to more tightly align with the Strategic Plan. This includes a particular focus on clarifying the long-term systems outcomes, refining the short-term markers of progress towards those outcomes, and prioritizing the work across teams grounded in the Impact Framework.
- Work in collaboration with the Executive Director’s Office and Human Resources and Talent Management team to develop an organization-wide learning agenda for strengthening staff leadership capabilities and other competencies critical for achieving operational effectiveness and advancing First 5 LA’s systems change work.
- Coordinate efforts across the organization to embed First 5 LA’s diversity, equity and inclusion value more explicitly into our internal and external work. This includes working in collaboration with the Executive Director’s Office and Human Resources and Talent Management team to support an organizational assessment of strengths and areas of improvement conducted by the Seed Collaborative, the consultant approved by the First 5 LA Board of Commissioners in October 2020.
- Work in collaboration with the Office for Data for Action to develop an infrastructure for the effective delivery of technical assistance. For the Office of Equity, Strategy, and Learning, technical assistance will focus on supporting teams across the organization with team-specific learning efforts, business process improvements, systems change strategy refinements, and integration of First 5 LA’s diversity, equity and inclusion value into internal policies and processes as well as external work.

OFFICE OF EQUITY, STRATEGY AND LEARNING

		Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries				474,796	474,796
	Total Employee Benefits				159,361	159,361
	Total Personnel Services	-	-	-	634,157	634,157
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
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	7,200	7,200
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	600	600.00
6260	Office Supplies	-	-	-	3,600	3,600
6265	Subscriptions & Publications	-	-	-	250	250.00
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	-	-	-	2,100	2,100.00
6310	Internal Meetings	-	-	-	3,000	3,000
	Total Operating Services	-	-	-	18,750	18,750
Consultant Services						
6410	Consultant Fees	-	-	-	567,500	567,500
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	-	-	-	567,500	567,500
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	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
Travel Expenses						
6610	Airfare	-	-	-	1,500	1,500
6620	Lodging	-	-	-	2,000	2,000
6640	Per Diem	-	-	-	1,500	1,500
6650	Other Travel Expense	-	-	-	500	500
	Total Travel Expenses	-	-	-	5,500	5,500
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	-	-	-	9,000	9,000
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	-	-	-	9,000	9,000
	Total OPERATING EXPENSES	-	-	-	1,236,257	1,236,257

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Office of Equity, Strategy, & Learning	\$0.00	\$1,236,257.00	
Benefits	\$0.00	\$0.00	

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$474,796.00	0.00%

Description

Social Security Tax	\$0.00	\$159,361.00	0.00%
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Description

Mileage, Parking and Other Transportation	\$0.00	\$2,000.00	0.00%
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Description

Provides for expense reimbursement for up to six staff that use their private vehicles and ride-share services in the course of conducting commission business. Monthly mileage and parking reimbursements fluctuate based on the distance driven. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.

Cell Phone & Mobile Devices	\$0.00	\$7,200.00	0.00%
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Description

Per First 5 LA's Mobile Device Policy, eligible 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 six full-time staff (6 FTE x \$100 = \$600 x 12 months = \$7200)

Educational Supplies	\$0.00	\$600.00	0.00%
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Description

Provides for expenses such as books, videos, and other educational resources related to enhancing staff core capabilities in change management, adult learning, organizational development, and/or individual professional development. Costs assume \$100 per staff for the fiscal year (6 FTE x \$100 = \$600)

Office Supplies	\$0.00	\$3,600.00	0.00%
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Description

Provides for consumable office supplies for the six staff at an estimate of \$600 per year per employee. Anticipated expenditures support staff working from home during the first six months of the fiscal year.

Subscriptions & Publications	\$0.00	\$250.00	0.00%
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Description

Provides resource for subscriptions to publications, such as the Stanford Social Innovation Review (\$40 per year) and Harvard Business Review (\$180 per year) to learn about research and practice-based approaches and experiences on a range of topics relevant to the Office's work. Costs assume that six staff will share one account per subscription. An additional \$30 is included for additional subscriptions to publications that may have relevance for the Office's work over the course of the fiscal year.

Stipend/Honorarium	\$0.00	\$2,100.00	0.00%
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Description

Provides for resources for up to six external speakers at \$350 each for organization-wide learning opportunities that deepen staff understanding of the external context in which First 5 LA does its work. The honorarium amount is based on historical expenditures for similar staff learning opportunities. Following public health guidance, this line item accounts for virtual meetings for the first six months of the fiscal year.

Internal Meetings	\$0.00	\$3,000.00	0.00%
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Description

Provides for expenses related to internal meetings for team planning and ongoing reflection as well as organization-wide opportunities such as the Learning Series, which focuses on deepening staff understanding of the external context in which First 5 LA does its work. These meetings may include external partners such as Commissioners, consultants, contractors and community members. Examples of meetings include virtual, on-site, and off-site staff planning sessions, contractor/partner meetings, Learning Series sessions. Meeting expenses may include facility rentals, catering, meeting materials, etc. Following public health guidance, this line item accounts for virtual meetings for the first six months of the fiscal year.

Consultant Fees	\$0.00	\$567,500.00	0.00%
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Description

Costs anticipated to be incurred during the fiscal year associated with two consultant contracts:

1) \$168,500 for the Seed Collaborative to design and implement a comprehensive workplan to inform how First 5 LA can best approach diversity, equity and inclusion (including implicit bias) in First 5 LA's internal policies and practices. This contract crosses fiscal years. Expenditures anticipated in FY 21-22 do not reflect total contract amount.

2) \$399,000 for the Center for Collective Wisdom (C4CW) to serve as a thought partner to First 5 LA in its application of tools and practices from C4CW's Living Collective Wisdom framework in support of ongoing organizational transformation aligned with the 2020-2028 Strategic Plan and Impact Framework.

Professional Dues	\$0.00	\$1,350.00	0.00%
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Description

Provides for membership to the Organizational Development Network, which is professional learning community of organizational development practitioners from around the world who exchange best practices, interact with thought leaders, and share access to leading edge tools and technologies. Membership is \$225 per person per year for up to six staff.

Airfare	\$0.00	\$1,500.00	0.00%
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Description

Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include: Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, Organizational Development Network, and the Othering and Belonging Institute. Approval from the Chief Learning Officer will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year.

Lodging	\$0.00	\$2,000.00	0.00%
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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. Examples of anticipated conferences include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, Organizational Development Network, and the Othering and Belonging Institute. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year. Approval from the Chief Learning Officer 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	\$0.00	\$1,500.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Other Travel Expenses	\$0.00	\$500.00	0.00%
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Description

Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Conference/Training Registrations	\$0.00	\$9,000.00	0.00%
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Description

Provides for registration expenses for professional conferences, webinars, and peer learning circles to support staff in building their knowledge as they develop internal processes, tools, and structures to facilitate ongoing organizational learning and priority setting. Examples of conferences include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Organizational Development Network, and the Othering and Belonging Institute. Conference fees range from \$200-\$875 per registration. Webinars and peer learning circles – on topics such as organizational culture, using data and analytics to drive decision-making, diversity, equity and inclusion, adult learning, etc. – can range from \$25-\$75 per participant. Following public health guidance, this line item accounts for less travel and participation in virtual learning opportunities for the first six months of the fiscal year. Approval from the Chief Learning Officer will be obtained prior to incurring any expenses.

Office/Center/Team Name: Office of Government Affairs and Public Policy

Authorized Positions:

Position	#
Chief	1
Senior Policy Strategist	2
Manager, Special Projects	1
Senior Government Affairs Strategist	1
Local Policy Specialist	1
Policy Analyst	2
Government Affairs Strategist	1
Department Coordinator	1
Total:	10

Overview:

The functions currently organized in what is referred to as the department of Public Policy and Government Affairs, and functions related to government affairs and advocacy currently organized within the Community Relations and Strategic Partnerships departments, will now be centralized and referred to as the Office of Government Affairs and Public Policy, led by a Chief Government Affairs Officer (Charna Widby). The Office will report to the Executive Director and will focus on core government affairs and public policy functions that must be executed through a centralized team, including lobbying, lobbying compliance, articulating organization-wide public policy change priorities, and developing strong relationships with elected officials. The Office will also lead the policy development and prioritization process in consultation with staff across the organization.

In practice, the Office will:

- Lead direct lobbying efforts at the local, state, and federal levels, including managing any lobbying contract support resources
- Manage any contracts or investments that support organization-wide advocacy efforts, for example First 5 LA's Master Agreement with the First 5 Association and any future integrated Policy Advocacy Funds
- Curate and articulate an annual public policy agenda for First 5 LA reflecting local, state, and federal public policy change goals, informed by organization-wide engagement
- Serve as the primary liaison to the First 5 Association policy committee and the First 5 Association, and First 5 California government relations and policy work
- Cultivate and strengthen any partnerships with cross-cutting external advocacy partners who collaborate with First 5 LA to advance public policy goals, for example business sector advocacy efforts
- Manage First 5 LA's event sponsorships budget, process, and engagement, and develop strategic approaches to increase First 5 LA's impact through its approach to sponsorship o To support this work, the Manager for Special

Projects (Amelia Cobb), previously reporting to the Vice President of Policy and Strategy and currently reporting on an interim basis to the Directors of Strategic Partnerships and Health Systems, will now report to the Chief Government Affairs Officer

Additional Expectations: While the Office will provide technical assistance and support to staff and execute projects that require subject matter expertise, the expectation is that every team at First 5 LA, as necessary, will have:

- Knowledge of public systems, how public policy impacts First 5 LA results, how to most effectively influence public policy, and how to assess public policy opportunities and set policy priorities
- Knowledge of advocacy in all its forms beyond lobbying that can be used to support policy change as part of a broader systems change strategy
- A clear understanding of where changes to public policy will most contribute to First 5 LA's results and the feasibility of proposed change strategies and priorities
- Knowledge of government ethics rules and First 5 LA's advocacy constraints as a public agency

Priorities for FY 21-22:

Following is a brief summary of the critical work the Office of Government Affairs and Public Policy is leading for FY21-22 in support of Strategic Plan implementation.

- OGAPP will lead development of a plan to establish an integrated Policy Advocacy Fund in partnership with teams across First 5 LA to support policy change activities aligned with First 5 LA's Board-approved Policy Agenda and rules governing public agency advocacy activities.
- OGAPP will develop a strategy for organization-wide sponsorships and partnership-building efforts that will build First 5 LA's reputation as an advocate and trusted source, engage and influence decision makers and stakeholders; and elevate awareness and create urgency on issues affecting young children and their families to help create lasting, equitable change. In support of the 2020-2028 Strategic Plan and refined policy agenda OGAPP will employ a variety of stakeholder engagement strategies and activities to support First 5 LA's advocacy priorities: policy education and advocacy events, engagement efforts with sector groups (e.g., business and grantmaking). In addition, OGAPP will support grantmaking projects and organizational membership 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. Within this strategy OGAPP will also coordinate and lead First 5 LA's goal for funding conferences and events is to advance the field of early childhood development as part of efforts to further the goals of the 2020-28 Strategic Plan's results areas.
- OGAPP will lead annual refinement of the First 5 LA Policy Agenda and coordination of aligned advocacy tactics to advance priority policy and sustainability issues. 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.

OFFICE OF GOVERNMENT AFFAIRS AND PUBLIC POLICY

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	834,492	834,492	694,676	1,057,044	222,551
Total Employee Benefits	225,777	225,777	183,894	305,290	79,513
Total Personnel Services	1,060,270	1,060,270	878,570	1,362,334	302,064
Operating Services					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Trans	7,500	7,500	500	(7,000)
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	9,600	14,400	10,000	(2,400)
6240	Outside Printing & Publishing	600	600	1,000	400
6245	Other Supplies	-	-	-	-
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	900	900	1,000	100
6260	Office Supplies	2,250	2,250	300	250
6265	Subscriptions & Publications	10,500	10,500	110	3,100
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	10,000	10,000	1,000	(2,500)
Total Operating Services	41,350	46,150	11,410	38,100	(8,050)
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	37,500	-	-	-
6620	Lodging	15,000	-	-	-
6640	Per Diem	10,000	-	-	-
6650	Other Travel Expense	5,000	-	-	-
Total Travel Expenses	67,500	-	-	-	-
Professional Development					
6810	Training Materials & Supplies	-	-	1,700	-
6820	Internal Training	5,000	5,000	7,500	2,500
6830	Leadership Programs	-	-	-	-
6840	Conference Registrations	7,500	7,500	3,000	7,500
6850	External Education/Training	7,500	7,500	-	7,500
Total Professional Development	20,000	20,000	3,000	24,200	2,500
Total OPERATING EXPENSES	1,189,120	1,126,420	892,980	1,424,634	296,514

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Office of Government Affairs & Public Policy	\$66,150.00	\$1,424,634.00	2053.64%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$1,057,044.00	0.00%

Description

Social Security Tax \$0.00 \$305,290.00 0.00%

Description

Mileage, Parking and Other Transportation \$7,500.00 \$500.00 0.00%

Description

This represents a significant reduction from the proposed 2020-21 budget because of telework status. \$500 represents a placeholder in case a return to office option is presented in 2021-22. Pre-COVID, the OGAPP would staff frequently travel locally to meetings with state and federal elected officials, including district office meetings, community events, site visits with elected officials, and policy coordination and planning meetings. While staff travel varies by role, on average the department's 8 policy and government relations staff would travel to local meetings at least once per week. Assuming 50 weeks of work in a given year, the Department previously estimated that staff would complete at least 400 trips per year.

Cell Phone & Mobile Devices \$14,400.00 \$12,000.00 0.00%

Description

This budget assumes \$100/month for 12 months per position. OGAPP will continue to have 10 FTE approved staff position = 12,000

Outside Printing & Publishing \$600.00 \$1,000.00 0.00%

Description

Decreases funding by \$400 from the approved FY 20-21 budget due to a projected increase of printing costs as not all staff own personal printers and have limited access through fed ex printing. OGAPP has historically needed to use outside printing on a limited-term basis, ranging from \$163 to \$637 per year. This budget would allow the Department to produce up to five large scale posters (\$200 each) or about 558 two-sided color copies at (\$1.79 each). Prices based on recent quotes from FedEx.

Educational Supplies \$900.00 \$1,000.00 0.00%

Description

Holds FY 20-21 constant with the addition of one staff. OGAPP occasionally purchases supplies to advance the team's knowledge of leading policy research, child development, and various professional development topics. This budget assumes \$100 per person for educational supplies (10 staff total), 50% of which will be allocated for professional development and 50% to advance policy work. This maintains the reduction of \$300 per person made in FY 19-20 to reflect historic underspending.

Office Supplies	\$2,250.00	\$2,500.00	0.00%
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Description

Holds FY 20-21 funding constant. This budget provides up to \$250 per person for office supplies based on spending trends.

Subscriptions & Publications	\$10,500.00	\$13,600.00	0.00%
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Description

We will need this Subscriptions & Publications budget amount for the memberships listed below. Please see below the total sum amount for all of these subscriptions which total \$13,527.90.

- The Capitol Morning Report: \$1,650.00
- Govbuddy: \$89.95
- Harvard Business Review (HBR):\$99.00
- Stanford Social Innovation Review (SSIR): \$49.95
- Capitol Track: \$2,024.00
- Politco Pro: \$9,615.00
- TOTAL GAPP OPERATING COST: \$13,527.90**

Internal Meetings	\$10,000.00	\$7,500.00	0.00%
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Description

Decreases by \$2,500 or 25% the Office of Government Affairs and Public Policy's budget for internal meetings due to the continued COVID-19 pandemic.

Though the OGAPP has historically spent its full internal meeting budget, due to remote work OGAPP anticipates limited spending for internal meetings during the first half of FY 21-22.

Training Materials and Supplies	\$0.00	\$1,700.00	0.00%
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Description

OGAPP has been developing and providing training workshops to other Offices and Teams around the Policy Agenda priorities, Early Childhood Development, Early Interventions, Brain Development, and Whole Child Whole Family frameworks. Each training costs average \$200-\$320 for training materials and supplies.

Internal Training	\$5,000.00	\$7,500.00	0.00%
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Description

In lieu of external consultants, the Office of Government Affairs and Public Policy has primarily relied on internal staff to develop team learning and training sessions. OGAPP occasionally uses external consultants and other resources to support staff learning, and this budget will allow OGAPP to use approximately 50 hours of a consultant's time at First 5 LA's \$150 hourly rate cap to support team and professional development.

Conference/Training Registrations	\$7,500.00	\$7,500.00	0.00%
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Description

Reduces spending from 19-20 and continues 20-21 spending levels due to reduced participation in conferences as a result of the COVID-19 pandemic. This budget assumes an average conference registration of \$750/person, an increased estimate of \$250/person from FY 19-20 due to historic conference cost data, allowing for up to 10 conference

registrations for the full team. Past conferences attended by Policy Department staff include the Social Innovation Summit, Center for Budget Policy and Priorities conference, the First 5 Staff Summit, and the Congressional Latino Caucus Policy Institute.

External Education/Training	\$7,500.00	\$7,500.00	0.00%
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Description

Holds FY 20-21 funding constant for FY 21-22. The Office of Government Affairs and Public Policy 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 Department will participate in an external training program at \$1,500 per program or the whole department will share a training series around early relational health provider systems.

CENTER FOR OPERATIONAL EXCELLENCE

CENTER FOR OPERATIONAL EXCELLENCE SUMMARY FY 2021-22

		FY 2021-22											
		FY 2020-21	Workplace Management Team	CAP Team	Facilities Team	Finance Team	HR Team	IT Team	COE	Proposed Budget	Variance		
Personnel Services	Revised Budget												
Salaries	3,014,094	441,872	1,014,393	903,907	670,808	664,676	437,397	4,133,052	1,118,958				
Total Salaries	909,831	119,215	365,737	310,162	285,392	176,485	94,187	1,351,178	441,347				
Total Employee Benefits	3,923,925	561,087	1,380,130	1,214,069	956,200	841,161	531,584	5,184,230	1,560,305				
Total Personnel Services													
Operating Services	40,000	-	-	40,000	-	-	-	40,000	-				
ADP-Payroll	61,000	-	-	65,000	-	-	-	65,000	4,000				
Worker's Compensation Insurance	101,000	-	135,000	106,000	-	-	-	106,000	135,000				
Utilities	2,150	750	-	250	100	500	500	1,600	(650)				
Corporate Insurance	70,000	3,600	-	10,800	4,800	7,200	2,400	26,400	(7,800)				
Mileage, Parking and Other Transportation	34,200	-	-	5,000	-	-	-	5,000	(2,500)				
Telephone	10,000	-	-	8,000	-	-	-	8,000	(5,000)				
Cell Phone & Mobile Devices	13,200	-	-	500	-	-	-	500	(6,200)				
Outside Printing & Publishing	1,000	-	-	2,500	-	-	-	2,500	(6,000)				
Other Supplies	44,000	2,500	15,000	2,000	3,500	4,000	1,000	29,500	(14,500)				
Postage & Delivery	2,700	1,133	-	700	-	-	-	1,833	(867)				
Education Supplies	27,000	-	-	4,000	-	-	-	4,000	27,000				
Office Supplies	150,000	-	150,000	10,000	-	-	-	150,000	150,000				
Subscriptions & Publications	20,550	0	12,000	6,000	500	500	500	18,000	(2,550)				
Capital Outlay	40,000	154,000	-	441,734	-	-	-	194,000	(154,000)				
Equipment-Rents & Leases	2,000	-	-	3,400	-	-	-	3,400	(2,000)				
Building Repair & Maintenance	27,050	1,000	-	300	10,000	500	10,000	15,200	(2,000)				
Equipment Repairs & Maintenance	1,421,600	162,983	6,400	379,000	224,850	687,434	13,900	1,479,767	58,167				
Offsite Storage													
Hardware & Software Maintenance													
Miscellaneous/Contingency													
Stipend/Honorarium													
Internal Meetings													
Total Operating Services													
Consultant Services	1,007,500	25,000	133,600	25,000	235,000	390,000	-	808,600	(198,900)				
Consultant Fees	350,000	-	320,000	-	-	-	-	320,000	(30,000)				
Other Professional Fees	3,000	-	-	-	-	-	-	-	(3,000)				
External Reviewers	1,360,500	25,000	133,600	25,000	235,000	390,000	-	1,128,600	(231,900)				
Total Consultant Services													
Professional Services	90,000	-	-	90,000	-	-	-	90,000	-				
Audit	26,050	8,000	4,000	800	3,000	2,000	1,000	32,800	6,750				
Legal Fees	10,000	-	-	10,000	-	-	-	10,000	-				
Professional Dues	6560	-	-	-	-	-	-	6,560	-				
Staff Recruitment	48,000	-	-	48,000	-	-	-	48,000	-				
Commissioners Stipends	35,000	-	-	35,000	-	-	-	35,000	-				
Web-Based Services	35,000	-	-	35,000	-	-	-	35,000	-				
Bank & Other Services Charges	209,050	8,000	4,000	110,800	69,600	2,000	1,000	209,400	350				
Total Professional Services													
Travel Expenses	6610	1,000	-	1,250	-	600	1,500	2,850	2,850				
Airfare	6620	1,000	-	1,500	-	2,000	2,000	3,700	3,700				
Lodging	6640	750	-	750	-	500	500	2,000	2,000				
Per Diem	6650	500	-	250	-	8,500	500	9,250	9,250				
Other Travel Expense		3,250	-	3,750	-	10,800	5,500	17,800	17,800				
Total Travel Expenses													
Professional Development	9,000	-	200	-	4,000	-	-	4,200	(4,800)				
Training Materials & Supplies	75,000	-	-	50,000	-	-	-	50,000	(25,000)				
Internal Training	43,500	1,000	3,500	168,500	-	-	-	172,000	128,500				
Leadership Programs	32,500	-	1,015	3,000	3,500	0	2,000	8,515	(23,985)				
Conference Registrations	15,000	1,000	7,100	231,000	5,000	-	-	246,815	(2,900)				
External Education/Training	175,000	1,000	11,815	3,000	231,000	-	2,000	246,815	71,815				
Total Professional Development													
Total OPERATING EXPENSES	7,090,075	761,320	1,535,945	714,000	1,581,469	1,510,900	553,984	8,566,612	1,476,537				

Office/Center/Team Name: Center for Operational Excellence

Authorized Positions:

Position	#
Chief Operating Officer (COO)	1
Executive Assistant to the Chief Operating Officer	1
Total:	2

Overview:

The functions formerly organized in what was referred to as the Administration Division will now be called the Center for Operational Excellence to reflect the critical role these functions contribute to the aspirations embedded throughout the Strategic Plan. This change underscores the focus on First 5 LA’s continued commitment to review, refine and improve operational practices foundational to organizational effectiveness and Strategic Plan success. The Center will be led by the Chief Operating Officer (interim COO, Jasmine Frost). In addition to leading the Center for Operational Excellence, the COO will continue to serve as a member of the organization’s Senior Leadership Team (SLT). In addition to managing the Center for Operational Excellence, the COO will oversee the operations of the following teams:

- Information Technology Team (IT)*
- Human Resources and Talent Management Team (HRTM) **
- Contract Administration and Purchasing Team (CAP)
- Finance Team (Finance)
- Workplace Management Team

*[Note: during the interim assignment, the interim COO also serves as the director of the IT Team.]

**[Note: during the interim assignment, the HRTM will report directly to the Executive Director.]

Additional Expectations: As outlined above, the Center for Operational Excellence will serve as the functional lead for critical business process improvements, implementation, and oversight necessary to support First 5 LA successfully accomplishing the work in the strategic plan. First 5 LA’s Strategic Plan, however, recognizes that improving organizational effectiveness is not owned by any one team, and instead will require:

- Staff across the organization partnering with the Center for Operational Excellence to identify priority business processes, support process and policy

redesign, and consistently implement processes and policies, aligned with First 5 LA's requirements as a public agency

- The Center for Operational Excellence engaging with staff organization-wide to inform further refinements to business process improvements and anticipate necessary changes to policies and processes consistent with the vision of the future work as articulated in the Strategic Plan

Priorities for FY 21-22:

The priorities of the COE are outlined in each of the sections for the individual teams comprising the COE.

In addition, the COO acts as the “executive sponsor” of those projects and priorities for each team. The executive sponsor is charged with communicating project milestones and deliverables with the broader Senior Leadership Team, as well as identifying and resolving any barriers to the COE-led projects or progress towards meeting organizational priorities. This includes effective prioritization of the COE resources to meet the organization’s highest priorities.

The role of the Executive Assistant is to assist the COO in the coordination of scheduling, work, and general management of workflow across the COE.

CENTER FOR OPERATIONAL EXCELLENCE

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
				437,397	437,397
				94,187	94,187
				531,584	531,584
Operating Services					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Trans	-	-	500	500
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	2,400	2,400
6240	Outside Printing & Publishing	-	-	-	-
6245	Other Supplies	-	-	-	-
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	-	-	-	-
6260	Office Supplies	-	-	1,000	1,000
6265	Subscriptions & Publications	-	-	-	-
6270	Capital Outlay	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-
6290	Offsite Storage	-	-	-	-
6295	Hardware & Software Maintenananc	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-
6310	Internal Meetings	-	-	10,000	10,000
	Total Operating Services	-	-	13,900	13,900
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
6550	Staff Recruitment	-	-	-	-
6560	Commissioners Stipends	-	-	-	-
6570	Web-Based Services	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-
	Total Professional Services	-	-	1,000	1,000
Travel Expenses					
6610	Airfare	-	-	1,500	1,500
6620	Lodging	-	-	2,000	2,000
6640	Per Diem	-	-	1,500	1,500
6650	Other Travel Expense	-	-	500	500
	Total Travel Expenses	-	-	5,500	5,500
Professional Development					
6810	Training Materials & Supplies	-	-	-	-
6820	Internal Training	-	-	-	-
6830	Leadership Programs	-	-	-	-
6840	Conference Registrations	-	-	2,000	2,000
6850	External Education/Training	-	-	-	-
	Total Professional Development	-	-	2,000	2,000
	Total OPERATING EXPENSES	-	-	553,984	553,984

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Center for Operational Excellence	\$0.00	\$553,984.00	
Benefits	\$0.00	\$0.00	

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$437,397.00	0.00%

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Social Security Tax	\$0.00	\$94,187.00	0.00%

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Mileage, Parking and Other Transportation	\$0.00	\$500.00	0.00%

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting commission business			

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Cell Phone & Mobile Devices	\$0.00	\$2,400.00	0.00%

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Provides reimbursement for cell phone and internet use. \$50 for internet and \$50 for cell phone. 2x\$100 =>\$200x12=2400			

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Office Supplies	\$0.00	\$1,000.00	0.00%

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Provides general office supplies for team and staff			

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Internal Meetings	\$0.00	\$10,000.00	0.00%

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Provides for expense related to meetings attended by commissioners, legal council, staff and guests.			

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Professional Dues	\$0.00	\$1,000.00	0.00%

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Funding for annuals dues to First5 California or for other purposes related to Professional dues.			

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Airfare	\$0.00	\$1,500.00	0.00%

Description	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Provides funding for airfare to and from professional conferences outside of the Los Angeles Area.			

Lodging	\$0.00	\$2,000.00	0.00%
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Description

Provides for lodging for multiday professional conferences outside of Los Angeles

Per Diem	\$0.00	\$1,500.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles Area.

Other Travel Expenses	\$0.00	\$500.00	0.00%
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Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First5LA business. Expenses may include Taxis, Uber, Lyft, and other travel expenses that do not fit in other travel categories.

Conference/Training Registrations	\$0.00	\$2,000.00	0.00%
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Description

Provides for registration expenses for professional conferences.

Office/Center/Team Name: Contract Administration & Purchasing Team

Authorized Positions:

Position	#
Director	1
Contract Compliance Manager	1
Contract Operations and Purchasing Manager	1
Contract Compliance Officer	4
Contract Operations and Compliance Officer	2
Department Coordinator	1
Total:	10

Overview:

The Contract Administration and Purchasing Team (CAP) supports procurement, contracting, and oversight of the contract management functions necessary for First 5 LA to fulfill its role as a public grantmaker. In addition, the team executes agreements with contractors and grantees to support the organization's operations and implementation of the Strategic Plan. A core objective of the strategic plan is adapting and refining First 5 LA's business processes, and the CAP team will play a critical role in not only managing compliance with existing contract policies and procedures, but leading essential contract-related business process improvement efforts to support First 5 LA's organizational effectiveness. This includes procurement policy and process reforms, standardization of contract monitoring activities, and developing a process for early identification and mitigation of project risks.

Priorities for FY 21-22:

Below is a brief summary of the critical work the Contract Administration and Purchasing Team will be leading in FY 21-22 in support of Strategic Plan implementation.

The CAP department will continue to support the organization's procurement and contracting needs. This includes support needed for the building renovation project. In addition, CAP will also work closely with CCFI and OFDA to support the organization's data sharing needs, data security and privacy, development of monitoring measures and continued partnerships to support sustainability of our investments. The CAP department will continue to lead three critical projects: 1) Procurement Reform Project, 2) Contract Monitoring, and 3) Enterprise Risk Management.

- Under the Procurement Reform Project, we will revise the Procurement policy and associated processes to streamline our processes and support greater efficiency, align to the current structure, orient to policy and systems change work, and promote diversity of our contracted partners.

- The goal of the contract monitoring project is to ensure the consistent and standardized monitoring of First 5 LA's contracts across the organization, with the objective of ensuring our vendors, contractors and grantees performance advances the objectives outlined in the agreement. A contract monitoring framework was developed for staff and staff were introduced to a centralized tracking system to track the management of their agreements. In FY 21-22, the project team will continue to support the roll-out of the framework, capture learnings, and develop a sustainment plan.
- The Enterprise Risk Management ("ERM") project will develop a process to help identify and mitigate project risks. The project will also support a standardize way of reviewing project risks prior to initiation of work to aid in decision making using the risks principles tool that was developed in the previous fiscal year. The team will develop a process for wider adoption by the organization, in partnership with the Executive Director's office, and will explore the use of an electronic tool to support implementation.

CONTRACT ADMINISTRATION & PURCHASING TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	784,429	784,429	700,000	1,014,393	229,964
Total Employee Benefits	280,528	280,528	230,000	365,737	85,209
Total Personnel Services	1,064,957	1,064,957	930,000	1,380,130	315,173
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	4,800	9,600	-	-	(9,600)
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	1,000	1,000	-	500	(500)
6260 Office Supplies	3,000	3,000	3,000	2,500	(500)
6265 Subscriptions & Publications	1,000	1,000	560	-	(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	5,700	1,700	-	3,400	(1,700)
Total Operating Services	15,800	16,600	3,560	6,400	(13,600)
Consultant Services					
6410 Consultant Fees	200,000	208,000	65,000	133,600	(74,400)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	3,000	3,000	-	-	(3,000)
Total Consultant Services	203,000	211,000	65,000	133,600	(77,400)
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	3,500	3,500	3,000	4,000	500
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	3,500	3,500	3,000	4,000	500
Travel Expenses					
6610 Airfare	4,500	-	-	-	-
6620 Lodging	6,000	-	-	-	-
6640 Per Diem	3,000	-	-	-	-
6650 Other Travel Expense	1,000	-	-	-	-
Total Travel Expenses	14,500	-	-	-	-
Professional Development					
6810 Training Materials & Supplies	1,000	1,000	-	200	(800)
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	3,500	3,500	-	3,500	-
6840 Conference Registrations	9,000	5,000	-	1,015	(3,985)
6850 External Education/Training	5,000	5,000	1,200	7,100	2,100
Total Professional Development	18,500	14,500	1,200	11,815	(2,685)
Total OPERATING EXPENSES	1,320,257	1,310,557	1,002,760	1,535,945	221,988

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Contract Administration & Purchasing Team	\$245,600.00	\$1,535,945.00	525.38%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$1,014,393.00	0.00%

Description

Social Security Tax \$0.00 \$365,737.00 0.00%

Description

Educational Supplies \$1,000.00 \$500.00 0.00%

Description

For educational supplies like textbooks for courses for staff professional development.

Office Supplies \$3,000.00 \$2,500.00 0.00%

Description

Funds will go towards office supplies for up to 9 staff.

Internal Meetings \$1,700.00 \$3,400.00 0.00%

Description

Funds will be used for prepackaged snacks to support internal staff trainings provided by the Department throughout the year. In addition, \$3,000 has been allocated for a department teambuilding and planning retreat. The funds for the retreat will cover the cost of they facility and meals for the CAP Dept. staff.

Consultant Fees \$208,000.00 \$133,600.00 0.00%

Description

Approximately \$4,600 will go towards services to support the department with insurance compliance reviews, storage, and tracking. \$7,000 is allocated for consultant support for a department teambuilding and planning retreat for the department and any post retreat follow up, if needed. Consultant services include \$75,000 for continued support on the Procurement Project and \$47,000 for the Enterprise Risk Management Project.

Professional Dues \$3,500.00 \$4,000.00 0.00%

Description

Funds are allocated for staff professional dues: 8 NCMA memberships (\$160/member) \$1,280, NIGP Organization membership at \$640, 3 CAPPO memberships (\$130/member) \$390, and 7 Grammarly memberships (\$139.95/member) \$979.65. The remaining funds will cover any fluctuations in membership fees in the event that these fees increase.

Training Materials and Supplies	\$1,000.00	\$200.00	0.00%
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Description

Funds will go towards any materials needed for trainings led by the Department throughout the year.

Leadership Programs	\$3,500.00	\$3,500.00	0.00%
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Description

Set aside \$3,500 for one staff to enroll in a leadership program to support his/her professional development.

Conference/Training Registrations	\$0.00	\$1,015.00	0.00%
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Description

Virtual conference registration for staff: NIGP Annual Conference for 3 staff for \$390, CAPPO Annual Conference for 2 staff for \$500 and 1 PEAK Grantmaking conference for \$125.

External Education/Training	\$5,000.00	\$7,100.00	0.00%
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Description

Funds are allocated for staff professional development to support their development in procurement and contracting. These include courses through NIGP. Funds include 17 NIGP courses (15 NIGP courses at \$310 each, one for \$250 and one for \$595). This also includes relevant procurement and contracting webinars for staff to attend throughout the year for a total of \$1,600

Office/Center/Team Name: Finance Team

Authorized Positions:

Position	#
Director	1
Manager, Finance Planning & Analysis	1
Manager, Accounting	1
Financial Planning & Analysis Analyst	1
Compliance & Audit Analyst	1
Staff Accountant	2
Payroll & Accounts Payable Coordinator	1
Payroll & Accounts Payable Assistant	1
Total:	9*

** The Finance Team shares a Team Coordinator with the Contract Administration & Purchasing (CAP) Team. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Team Coordinator are included within the CAP Team budget.*

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

Overview:

The Finance Team (Finance) is led by the Director (Raoul Ortega). The Finance team supports and oversees financial management and budget development for the organization, as well as the auditing process, accounting, financial analysis, and payroll. As First 5 LA continues to adapt to promote efficiencies, foster integration, and recognize the organization’s evolving fiscal environment, the Finance team will provide essential leadership for re-envisioning the organization’s business processes to support organizational effectiveness, including the development of responsive and nimble financial management systems.

Priorities for FY 21-22:

- Payroll – responsible for all related payroll activities including bi-weekly payroll processing, retirement and quarterly earnings reporting and annual W-2 preparation, filing and mailing.
- Accounts Payable – responsible for reviewing, verifying, and processing invoices for payment and uploading issued checks and Automated Clearing House (ACH) deposits to the Bank of the West portal.
- General Accounting – Day-to-day recordkeeping and preparation of the monthly financial statements submitted to the Board for their review and approval.

- Annual Financial Audit – The Finance Team is the lead in our required annual audit and collaborates with the whole organization and our auditors to complete and produce a Comprehensive Annual Financial Report due to the State Controller's Office and First 5 California by November 1st.
- Annual Budget and Mid-Year Budget Adjustment – The Finance Team is responsible for developing First 5 LA's annual budget in collaboration with the whole organization. The budget is presented to the Board for approval each June and a mid-year budget adjustment is prepared each spring for Board approval.
- Long Term Financial Plan (LTFP) – The Finance Team is responsible for developing and creating a five-year forecast to aid in the Commission's financial stewardship role by showing the long-term implications of funding decisions. The forecast includes revenue, Fund Balance, program commitments and estimated expenditure and estimated operating expenses.

FINANCE TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	730,374	730,374	700,000	903,907	173,533
Total Employee Benefits	244,862	244,862	209,803	310,162	65,300
Total Personnel Services	975,236	975,236	909,803	1,214,069	238,832
Operating Services					
6205 ADP-Payroll	40,000	40,000	30,793	40,000	-
6210 Worker's Compensation Insurance	75,000	61,000	65,000	65,000	4,000
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	90,000	101,000	61,354	106,000	5,000
6225 Mileage, Parking and Other Transpora	400	400	32	250	(150)
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	6,000	11,400	550	10,800	(600)
6240 Outside Printing & Publishing	3,000	3,000	3,000	500	(2,500)
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	-	300	(300)
Total Operating Services	217,000	219,400	161,268	224,850	5,450
Consultant Services					
6410 Consultant Fees	60,000	60,000	21,305	25,000	(35,000)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	60,000	60,000	21,305	25,000	(35,000)
Professional Services					
6510 Audit	90,000	90,000	80,000	90,000	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	800	800	1,000	800	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	35,000	35,000	32,000	20,000	(15,000)
Total Professional Services	125,800	125,800	113,000	110,800	(15,000)
Travel Expenses					
6610 Airfare	2,500	-	-	1,250	1,250
6620 Lodging	3,000	-	-	1,500	1,500
6640 Per Diem	1,500	-	-	750	750
6650 Other Travel Expense	500	-	-	250	250
Total Travel Expenses	7,500	-	-	3,750	3,750
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	4,000	4,000	-	3,000	(1,000)
6850 External Education/Training	-	-	-	-	-
Total Professional Development	4,000	4,000	-	3,000	(1,000)
Total OPERATING EXPENSES	1,389,536	1,384,436	1,205,376	1,581,469	197,032

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Finance Team	\$409,200.00	\$1,581,469.00	286.48%
Benefits	\$0.00	\$0.00	
GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$903,907.00	0.00%
Description			
Social Security Tax	\$0.00	\$310,162.00	0.00%
Description			
ADP-Payroll	\$40,000.00	\$40,000.00	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	\$61,000.00	\$65,000.00	0.00%
Description			
Provides for annual Workers' Compensation insurance premium.			
Corporate Insurance	\$101,000.00	\$106,000.00	0.00%
Description			
Provides for insurance coverage including general and auto liability, property and fiduciary.			
Mileage, Parking and Other Transportation	\$400.00	\$250.00	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	\$11,400.00	\$10,800.00	0.00%
Description			
Provides for reimbursement of cell phone charges and internet costs for nine staff for nine months. \$900 X 12 months = \$10800.00.			
Outside Printing & Publishing	\$3,000.00	\$500.00	0.00%
Description			
Provides for professional printing services of budget books and accounts payable checks.			

Budget Fiscal Year: 2021 - 2022	Status: Proposed
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Office Supplies	\$2,000.00	\$2,000.00	0.00%
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Description

Provides for general office supplies for the team's staff.

Internal Meetings	\$600.00	\$300.00	0.00%
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Description

Provides for expenses including catering and supplies related to meetings attended by Commissioners, legal counsel, staff and guests.

Consultant Fees	\$60,000.00	\$25,000.00	0.00%
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Description

Provides funds for technical assistance and implementation of Advanced Budget Module (ABM).

Audit	\$90,000.00	\$90,000.00	0.00%
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Description

Provides for annual independent and single audit fees and potential CPA fees for fiscal compliance review.

Professional Dues	\$800.00	\$800.00	0.00%
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Description

Provides for annual membership dues to the Government Finance Officers Association (GFOA) and other professional organizations.

Bank & Other Service Charges	\$35,000.00	\$20,000.00	0.00%
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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	\$0.00	\$1,250.00	0.00%
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Description

Provides for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	\$0.00	\$1,500.00	0.00%
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Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	\$0.00	\$750.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	\$0.00	\$250.00	0.00%
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Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First 5 LA business. Expenses may include tax, Uber, Lyft, and other travel expenses that do not fit into other travel cost categories.

Conference/Training Registrations	\$4,000.00	\$3,000.00	0.00%
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Description

Provides for registration expenses for professional conferences including GFOA annual conference and other professional conferences that staff may attend.

Office/Center/Team Name: Human Resources and Talent Management Team

Authorized Positions:

Position	#
Director, Human Resources and Talent Management	1
Manager, Human Resources and Talent Management	1
HR Generalist	2
Total:	4

Overview:

The Human Resources and Talent Management Team provides organization-wide expertise in enhancing employee capabilities, the overall employee experience, and is a strategic thought partner to the Senior Leadership Team. The Human Resources and Talent Management Team is the link between the Organization and its employees and is responsible for the entire employee life cycle, which includes:

- Workforce Planning (Work with executive leadership in identifying and defining roles and compensation)
- Recruitment and Selection (Hire the best qualified applicants)
- Onboarding (Provide overview of First 5 LA, new hire paperwork)
- Performance Management (Employee evaluations and Reward for Performance)
- Talent Management (Attract, develop and retain employees)
- Training (Human Resources and Talent Management specific training and leadership programs)
- Total Rewards (Comprehensive compensation and benefits strategies)
- Employee Engagement (Employee advocate, employee recognition, and guidance)
- Health and Safety (Implement protocols and guidelines to provide a healthy and safe workplace)
- Legal Compliance (Local, state and federal laws, regulations and ordinances, Workers' Compensation)
- Offboarding (Employee separations)

Priorities for FY 21-22:

The following is a brief summary of the critical work the Human Resources and Talent Management team will be leading in FY 21-22 in support of Strategic Plan implementation.

- **Employee Handbook:** In order to work effectively as a cohesive team, it is imperative to have clear, thorough and up-to-date employee policies and procedures, so that every employee understands the expectations of the Organization. A critical priority is updating the Employee Handbook to reflect not only current changes in the laws, regulations, and ordinances but to incorporate lessons learned from mandatory telework into our policies. The Human Resources and Talent Management Team will also be creating a training

workshop for managers and staff to explain key policies and to give staff an opportunity to ask questions.

- **Protocols for Returning to the First 5 LA Building:** In order to provide a safe and healthy workplace when we return to the First 5 LA building, the Human Resources and Talent Management Team will develop and implement COVID-19 protocols and guidelines for employees and visitors. This will also include creating a mandatory training workshop for employees to explain our new COVID-19 protocols and guidelines as well as what measures have been taken to ensure our workplace meets all necessary COVID-19 Orders as established by public health organizations.
- **Injury and Illness Prevention Program:** Another integral component of providing a safe and healthy workplace is an Injury and Illness Prevention Program which helps to identify and fix workplace hazards before an injury or illness occurs. We will be updating our Injury and Illness Prevention Program to reflect the most current rules and regulations. The Human Resources and Talent Management Team will also be creating a mandatory training workshop on the updated program.

HUMAN RESOURCES & TALENT MANAGEMENT TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	708,943	708,943	679,049	670,808	(38,134)
Total Employee Benefits	167,995	167,995	134,187	285,392	117,397
Total Personnel Services	876,937	876,937	813,236	956,200	79,263
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	200	200	-	100	(100)
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	2,400	4,200	4,000	4,800	600
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	3,500	3,500	1,356	3,500	-
6265 Subscriptions & Publications	700	700	-	700	-
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	10,000	10,000	-	10,000	-
Total Operating Services	16,800	18,600	5,356	19,100	500
Consultant Services					
6410 Consultant Fees	139,500	139,500	20,000	235,000	95,500
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	139,500	139,500	20,000	235,000	95,500
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,600	2,600	-	3,000	400
6550 Staff Recruitment	10,000	10,000	6,000	10,000	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	48,000	48,000	20,000	56,600	8,600
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	60,600	60,600	26,000	69,600	9,000
Travel Expenses					
6610 Airfare	-	-	-	-	-
6620 Lodging	-	-	-	-	-
6640 Per Diem	-	-	-	-	-
6650 Other Travel Expense	-	-	-	-	-
Total Travel Expenses	-	-	-	-	-
Professional Development					
6810 Training Materials & Supplies	8,000	8,000	-	4,000	(4,000)
6820 Internal Training	75,000	75,000	-	50,000	(25,000)
6830 Leadership Programs	40,000	40,000	20,000	168,500	128,500
6840 Conference Registrations	6,000	6,000	-	3,500	(2,500)
6850 External Education/Training	10,000	10,000	-	5,000	(5,000)
Total Professional Development	139,000	139,000	20,000	231,000	92,000
Total OPERATING EXPENSES	1,232,837	1,234,637	884,592	1,510,900	276,263

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Human Resources & Talent Management Team	\$357,700.00	\$1,510,900.00	322.39%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$670,808.00	0.00%

Description

Social Security Tax \$0.00 \$196,392.00 0.00%

Description

Health Insurance \$0.00 \$89,000.00 0.00%

Description

COBRA Premium Assistance Under The American Rescue Plan Act of 2021.

Mileage, Parking and Other Transportation \$200.00 \$100.00 0.00%

Description

Mileage and parking expenses for department staff to attend local meetings, hearings, trainings and other HR related business.

Cell Phone & Mobile Devices \$4,200.00 \$4,800.00 0.00%

Description

Reimbursement for cell phone and internet usage for three department staff during telework.
4x100=400X12=4800

Office Supplies \$3,500.00 \$3,500.00 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 updated Employee Handbook.

Subscriptions & Publications \$700.00 \$700.00 0.00%

Description

HR related subscription services and publications including: California Chamber of Commerce legal posters and annual publications (\$600) and Harvard Business Review (\$100)

Internal Meetings \$10,000.00 \$10,000.00 0.00%

Description

Employee recognition and engagement including virtual events.

Consultant Fees	\$139,500.00	\$235,000.00	0.00%
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Description

Professional consultation services for the organization including but not limited to: recruitment of leadership talent, as needed (\$74,500); legal costs related to employee investigations, accommodations; costs related to addressing any HR related DEI findings (\$100,000) and consultations, as needed (\$30,500); ergonomic assessments, as needed (\$10,000) In addition, includes outplacement services for former employees (up to \$20,000)

Professional Dues	\$2,600.00	\$3,000.00	0.00%
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Description

Annual membership dues to HR related professional organizations including California Chamber of Commerce (\$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 (\$1200)

Staff Recruitment	\$10,000.00	\$10,000.00	0.00%
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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	\$48,000.00	\$56,600.00	0.00%
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Description

Costs associated with web-based services including: Human Resources Information System (HRIS) (\$32,000); Performance Management System (\$3,000); Affordable Care Act (ACA) IRS mandatory reporting system (\$4,000); Web-based Compliance Training (\$5,000); Job Evaluation Manager (JEMS) (\$5,000); Employee Handbook Creator (\$450); Job Description Creator (\$400); Emergency Notification System (\$5,000); New ID Cards (\$1,300)

Training Materials and Supplies	\$8,000.00	\$4,000.00	0.00%
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Description

Materials, supplies, and catering related to internal training through First 5 LA University. Also includes materials and supplies related to employee onboarding and new hire orientation.

Internal Training	\$75,000.00	\$50,000.00	0.00%
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Description

Provides resources to support implementation of an Organizational Learning Agenda for strengthening organization-wide staff competencies critical for advancing the Strategic Plan and Impact Framework.

Leadership Programs	\$40,000.00	\$168,500.00	0.00%
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Description

Leadership Development Opportunities for staff and leadership including participation in such programs as: Riordan Leadership Institute, Leadership LA, Leadership Southern California, Emerging Leaders Peer-to Peer, Senior Peer-to-Peer and other approved programs.
 Affinity groups including: Emerging Practitioners in Philanthropy (\$7500); Asian Americans/Pacific Islanders in Philanthropy (\$1500); Hispanics in Philanthropy (\$250); Funders for LGBTQ issues (\$300); Southern California Blacks in Philanthropy (\$1500)
 Coaching for Leadership Team. American Evaluation Association Graduate Education Diversity Internship (GEDI) (10k from ODFA)

Conference/Training Registrations	\$6,000.00	\$3,500.00	0.00%
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Description

Registration fees for department staff to attend professional HR related online conferences and trainings including: Annual labor law updates; employee handbook updates; employee internal investigations

External Education/Training	\$10,000.00	\$5,000.00	0.00%
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Description

External training for new employees and newly promoted employees including but limited to: The Management Center management training and implicit bias training.

Office/Center/Team Name: Information Technology (IT) Team

Authorized Positions:

Position	#
IT Director	1
IT Project Manager	1
IT Business Application Support	1
Network Administrator and Service Desk Support	1
Enterprise Content Management Specialist (ECM)	1
IT Helpdesk Specialist	1
Total:	6

Overview:

The Information Technology (IT) Team is led by a Director (Jasmine Frost). Technology powers First 5 LA to be an accessible, high-impact and innovative public entity achieving positive outcomes for young kids and their families. The purpose of the Information Technology Department (Team) is to implement a focus-forward vision for First5LA’s technology. This vision is built by partnering with all Centers and Teams to reflect the unique role of First5LA as a leader in achieving positive outcomes for young children and families. To do so, the Information Technology Department (Team) provides a broad range of high-quality innovative solutions to our internal customers, commission members, and the community we serve. Through this process, Information Technology Department (Team) fosters an exciting workplace for its team, that inspires high-performance and provides career growth opportunities.

The IT Team provides support for the organization’s network infrastructure, cyber security monitoring; helpdesk/ticketing system; project management; phone and mobile systems; internet and wi-fi; hardware and software support; technology replacement, customer support, records retention and data management, technical assistance for audio/visual to support Broadcast of Commission and other public meetings, etc.

In alignment with the Strategic Plan implementation, the IT team will increasingly focus on implementation and the establishment of work to help support prioritization of IT resources, and contribution to organization-wide strategies, including data management and internal communications.

Priorities for FY 21-22:

In addition to providing innovative solutions and support to the organization, the Information Technology Team will lead the following work in FY 21-22.

- **IT Governance Program:** The goal of this program is to develop an IT Governance framework and the establishment of the IT Governance Board (ITGB) to support prioritization of IT resources, and contribution to

organization-wide strategies, including data management and internal communications.

- **IT Disaster Recovery and Business Continuity (DR/BC):** This work will include assessing First 5 LA's readiness for IT outages during a disaster that would dramatically affect our ability to operate normally. IT will develop a formal disaster recovery plan, detailing processes to undertake in the event of IT outages. This project will advance Strategic Priority #4: Optimize Our Effectiveness and Short-Term Marker of Progress.
- **Annual Org-wide Records Disposition:** Conduct an annual review of records eligible for destruction based on First 5 LA's Records Retention Schedule, meeting legal and regulatory obligations.
- **The IT related CIP Work:** The IT Team continues to support and partner with the Work Place Management Team towards the completion of the Capital Improvement Plan (CIP) Phase 1 project. The IT team will assist in the technology and audio-video (AV) enhancements to improve the physical space, bringing greater team and organizational-wide collaboration. The CIP project will advance Strategic Priority #4: Optimize Our Effectiveness and Short-Term Marker of Progress.

INFORMATION TECHNOLOGY

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	430,346	430,346	411,176	664,676	234,329
Total Employee Benefits	126,358	126,358	129,979	176,485	50,127
Total Personnel Services	556,705	556,705	541,155	841,161	284,456
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	500	500	-	500	-
6230 Telephone	70,000	70,000	67,000	70,000	-
6235 Cell Phone & Mobile Devices	4,800	6,000	3,000	7,200	1,200
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	8,000	8,000	-	4,000	(4,000)
6265 Subscriptions & Publications	-	-	-	-	-
6270 Capital Outlay	147,000	144,500	50,000	134,000	(10,500)
6275 Equipment-Rents & Leases	23,000	23,000	20,000	23,000	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	1,000	1,000	-	500	(500)
6290 Offsite Storage	4,000	8,550	8,550	6,000	(2,550)
6295 Hardware & Software Maintenananc	467,250	467,250	250,000	441,734	(25,516)
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	500	500	-	500	-
Total Operating Services	726,050	729,300	398,550	687,434	(41,866)
Consultant Services					
6410 Consultant Fees	500,000	500,000	500,000	390,000	(110,000)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	500,000	500,000	500,000	390,000	(110,000)
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	1,150	1,150	200	2,000	850
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	1,150	1,150	200	2,000	850
Travel Expenses					
6610 Airfare	1,200	-	-	600	600
6620 Lodging	2,400	-	-	1,200	1,200
6640 Per Diem	1,000	-	-	500	500
6650 Other Travel Expense	-	-	-	8,500	8,500
Total Travel Expenses	4,600	-	-	10,800	10,800
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	16,500	16,500	1,500	-	(16,500)
6850 External Education/Training	-	-	-	-	-
Total Professional Development	16,500	16,500	1,500	-	(16,500)
Total OPERATING EXPENSES	1,805,005	1,803,655	1,441,405	1,931,395	127,740

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Information Technology Team	\$1,246,950.00	\$1,931,395.00	54.89%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$664,676.00	0.00%

Description

Social Security Tax \$0.00 \$176,485.00 0.00%

Description

Mileage, Parking and Other Transportation \$500.00 \$500.00 0.00%

Description

Provides mileage reimbursement and parking expenses when private vehicles are used in the course of conducting First 5 LA's business.

Telephones \$70,000.00 \$70,000.00 0.00%

Description

All costs associated with:
AT&T - 1 GB Hi-Speed Internet connection, phone lines and Fax.
Verizon - Costs to support F5LA issued cell phones and wireless hardware (Mi-Fi) issued to staff in lieu of a cell phone stipend.

Cell Phone & Mobile Devices \$6,000.00 \$7,200.00 0.00%

Description

Provides for reimbursement of cell phone charges and internet costs for six staff for nine months. \$600 X 12 months = \$7200.00.

Office Supplies \$8,000.00 \$4,000.00 0.00%

Description

General office supplies plus any PC/Laptop peripherals such as mice, keyboards, anti-glare screens, headsets etc. This also includes toners, inks etc. for smaller network printers, batteries as needed. 50% reduction in costs due to staff teleworking.

Capital Outlay	\$144,500.00	\$134,000.00	0.00%
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Description

Laptops - \$75,000
 Monitors - \$20,000
 Computer/laptop maintenance - \$2,500
 Printer - \$6,000
 Servers - \$20,000
 Phone maintenance - \$500
 MPR audio system - \$10,000

Equipment - Rents & Leases	\$23,000.00	\$23,000.00	0.00%
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Description

Multi-functional Printers (MFP) Annual costs:
 Xerox - \$12,000
 Minolta - \$11,000

Equipment Repairs & Maintenance	\$1,000.00	\$500.00	0.00%
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Description

General maintenance and repairs of older technology equipment that are not scheduled to be replaced in the upcoming fiscal year. 50% reduction in costs from last year due to staff teleworking.

Offsite Storage	\$8,550.00	\$6,000.00	0.00%
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Description

Provides funding for offsite storage and management of physical records. Offsite physical data storage is provided by Corodata.
 IT is responsible for costs associated with Records Retention and management of physical and digital data.

Hardware & Software Maintenance \$467,250.00 \$441,734.00 0.00%

Description

ABM (Budget Application) - \$2,500
 AV (Zoom) - \$12,000
 Azure Cloud Hosting - \$14,000
 BB Grantmaking - \$135,000
 Blackbaud Financials - \$42,750
 BoardBook - \$4,000
 Corodatat tape backup service - \$2,500
 Digital Signatures - \$25,000
 ECM (Maintenance - Portford) - \$24,000
 eMail Fraud Protection - \$5,000
 ERM - \$7,000
 FreshService (helpdesk) - \$6,000
 GIS - \$5,500
 IBM maintenance - \$2,500
 IBM support - backup dev/expansion - \$2,500
 Lynda.com - \$360
 M365 (Annual Enterprise License) - \$15,500
 M365 Implementation (one time cost) - \$10,000
 MS Project - \$5,000
 MS Visio - \$2000
 Project Management Tool - \$17,000
 Remote Access Software (Dameware/TeamViewer) - \$10,000
 Spiderlink - \$15,000
 SQL Server and other MS Servers - \$2,000
 Survey Monkey - \$1684
 Symantec Anti-virus - \$5,000
 Tableau - \$900
 UPS maintenance - \$5,000
 Veeam Server Backup Support - \$5,000
 VMWare maintenance - \$3,500
 VOIP service - \$36,000
 Website backend security & domain name management application - \$360
 Windows Server - \$2,500

Internal Meetings \$500.00 \$500.00 0.00%

Description

These funds will cover light snacks for department and /or division sponsored training for staff as well as retreat sites and food, and other meeting costs as needed.

Consultant Fees \$500,000.00 \$390,000.00 0.00%

Description

Strategic Partnerships (MODIS) - \$300,000.
 Funding under this item will cover IT staffing and resources needed to cover IT vacancies and or any consulting costs associated with any initiatives identified and approved through the IT Governance process.

Assessment and Analysis - \$90,000.
 Any initiative related to the SPR4, that may require specialized resources to assist IT with assessment, analysis or implementation. Some of these initiatives may be identified in the Work Planning process, which may be beyond the IT Governance initiatives. These are contingent upon review and approval from the WPRF (Work Planning and Resource Forecasting) SPOT team & the IT Governance Board. Examples include, Disaster Recovery/Business Continuity, Data Development, etc.

Professional Dues	\$1,150.00	\$2,000.00	0.00%
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Description

MISAC Membership - \$450
 MER conf \$1000
 TAG Membership - \$700

Airfare	\$0.00	\$600.00	0.00%
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Description

Reduced, due to COVID related travel ban

Lodging	\$0.00	\$1,200.00	0.00%
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Description

Reduced, due to COVID related travel ban

Per Diem	\$0.00	\$500.00	0.00%
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Description

Reduced, due to COVID related travel ban

Conference/Training Registrations	\$16,500.00	\$8,500.00	0.00%
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Description

These funds will cover offsite conferences/trainings for IT staff to advance professional development. Examples include Project Management, Local IT conferences, MISAC, ESRI, etc.). There has been a reduction from FY 20-21 due to COVID related travel ban.

Office/Center/Team Name: Workplace Management Team

Authorized Positions:

Position	#
Senior Director of Workplace Management	1
Manager of Operational Excellence	1
Administrative Assistant	1
Total:	3

Overview:

The Workplace Management Team is led by a Senior Director (Carl Gayden). Given the emerging criticality of facility management, this position will oversee First 5 LA’s facilities operations and planning, including the Capital Improvement Project (CIP). Facility or workplace management has been a critical area impacting organization-wide organizational success, especially in the context of a global pandemic, security threats, a changing climate, and shifting staff and operational needs. First 5 LA has historically contracted for facility management, and while the organization may continue relying on contract support, the Board’s commitment to protecting this important asset and recognition of the impact First 5 LA’s physical workspace has on organizational effectiveness require intentional leadership.

The work of the Senior Director will continue to be supported by the Manager for Operational Excellence (TaMesha Williamson), whose responsibilities will include supporting cross-cutting initiatives within the Center, like the business process improvement project, and facilitating integration and partnership with teams organization-wide as necessary to advance First 5 LA’s strategic plan. Throughout implementation of the new structure and strategic plan, First 5 LA will continue to examine ways to maximize operational excellence for the benefit of the organization.

Priorities for FY 21-22:

The Workplace Management Team, recently established, oversees the Facilities operations/planning and supports operational excellence initiatives. The Workplace Management Team’s primary project for FY21-22 is the Capital Improvement Plan (CIP) Phase 1 project. The CIP project will advance Strategic Priority #4: Optimize Our Effectiveness and Short-Term Marker of Progress #42 which is to improve the physical space that reflects updated space planning and building maintenance best practices that promotes greater team and organization-wide collaboration. This work will address the safety and health concerns associated with returning to onsite work after the COVID-19

pandemic, building foundational needs to maintain our critical asset and building enhancements to improve collaboration, and reflect our newly aligned organizational structure. In addition, the Workplace Management team will be the lead on efforts to ensure our significant asset—our facility—enhances our work both internally and with external partners committed to advancing our mission.

The Manager of Operational Excellence will continue to oversee the project management functions focused on business process improvements for the Center of Operational Excellence. This will include reviewing, refining and improving the operational practices foundational to organizational effectiveness and Strategic Plan success.

WORKPLACE MANAGEMENT TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	360,002	360,002	330,000	441,872	81,870
Total Employee Benefits	90,087	90,087	100,000	119,215	29,128
Total Personnel Services	450,089	450,089	430,000	561,087	110,998
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	1,800	3,000	3,000	3,600	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	300	1,133	133
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	154,000	5,000	-	154,000	(5,000)
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	2,000	2,000	434	1,000	(1,000)
Total Operating Services	162,050	14,250	5,200	162,983	(5,267)
Consultant Services					
6410 Consultant Fees	100,000	100,000	58,444	25,000	(75,000)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	100,000	100,000	58,444	25,000	(75,000)
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,000	2,000	-	8,000	6,000
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	2,000	2,000	-	8,000	6,000
Travel Expenses					
6610 Airfare	1,000	-	-	1,000	1,000
6620 Lodging	1,000	-	-	1,000	1,000
6640 Per Diem	750	-	-	750	750
6650 Other Travel Expense	500	-	-	500	500
Total Travel Expenses	3,250	-	-	3,250	3,250
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	1,000	1,000	-	1,000	-
6850 External Education/Training	-	-	-	-	-
Total Professional Development	1,000	1,000	-	1,000	-
Total OPERATING EXPENSES	718,389	567,339	493,644	761,320	39,981

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Workplace Management Team	\$266,250.00	\$761,320.00	185.94%

Benefits	\$0.00	\$0.00	
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GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$441,872.00	0.00%

Description

Social Security Tax	\$0.00	\$119,215.00	0.00%
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Description

Mileage, Parking and Other Transportation	\$750.00	\$750.00	0.00%
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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	\$3,000.00	\$3,600.00	0.00%
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Description

Provides for up to \$50 per month for personnel working in the field to cover expenses related to data and messages. An additional 9 months of Internet and Cellphone Reimbursement of \$1200 has been added for offsite work due to Covid-19. \$100 x 3 staff members = \$300 x 12mo = \$3600

Office Supplies	\$2,500.00	\$2,500.00	0.00%
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Description

Provides for general supplies for division staff and also scanner cleaning supplies, tape and rubber bands. We anticipate paying for printer ink for the SDA's home printer and expect to have to replace our general supplies in the office for COVID-19 safety.

Subscriptions & Publications	\$1,000.00	\$1,133.00	0.00%
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Description

The subscriptions are the DBIA template, Grammarly, and RS Means. There are 3 DBIA Templates purchased for the CIP Project to help write our RFQ and RFP for our Design Builder. This will be utilized for Phase 1 and Phase 2 of the CIP. There is a single purchase that is shared between CAP and our contractors for the CIP project. It is a \$300 annual subscription. We intend to maintain the purchase and not renew after the subscription date is over.

The Grammarly account is \$140 annually for Senior Director of Workplace Management only.

There is a RS Means subscription for \$693 annually which is a software that compares how to price different actions for the CIP Project. There is a single purchase that is shared between CAP and our contractors for the CIP project.

Miscellaneous/Contingency	\$154,000.00	\$154,000.00	0.00%
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Description

Funding for anticipated cost due to the current pandemic, COVID-19:

- 1) \$40,000 - for potential additional janitorial expenses related to the rental of our vacant space for the CIP general contractor.
- 2) \$34,000-for potential additional security services and equipment
- 3) \$80,000- for potential additional janitorial services including daily day porter cleaning services, additional nightly deep cleanings of high traffic areas and additional full facility deep cleanings as well as any other additional considerations to be used to address COVID related operational expenses.

Internal Meetings	\$2,000.00	\$1,000.00	0.00%
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Description

These funds will cover light snacks for team and/or center sponsored trainings for staff as well as retreat sites and food, and other meetings as needed.

Consultant Fees	\$100,000.00	\$25,000.00	0.00%
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Description

Placeholder for any related Workplace Management/Facilities/CIP Contractors that may be needed to address reentry and COVID-19 related issues. Also includes reestablishment of our Red Cross relationship for our First Aid and AED training (\$1415 annually)

Professional Dues	\$2,000.00	\$8,000.00	0.00%
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Description

Six Sigma Green Certificate for SDA (cost \$3000), Project Management Certificate (cost \$3000)
Based on the new work for the SDA assigned to Workplace Management and managing the Operational Excellence Manager. The Operational Excellence Manager will include a PMI Membership (cost \$129) and the PMP prep exam course (cost \$800).

Airfare	\$0.00	\$1,000.00	0.00%
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Description

Provides for airfare to attend professional conferences outside of the Los Angeles area.

Lodging	\$0.00	\$1,000.00	0.00%
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Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area

Per Diem	\$0.00	\$750.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	\$0.00	\$500.00	0.00%
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Description

Provides funds for other travel expenses not covered in other travel categories including transportation to and from airport.

Conference/Training Registrations	\$1,000.00	\$1,000.00	0.00%
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Description

Placeholder for SDA and Operational Excellence Manager for Workplace Management, Facilities and Security conferences and trainings that may come up during the establishment of the Workplace Management Team. Staff is still researching potential conferences and trainings for our new assigned work.

FACILITIES MANAGEMENT TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
Personnel Services					
Salaries					
	-	-	-	-	-
	-	-	-	-	-
Total Personnel Services	-	-	-	-	-
Operating Services					
6205					
6210					
6215	145,000	145,000	153,702	135,000	(10,000)
6220					
6225					
6230					
6235					
6240					
6245	10,000	10,000	9,381	5,000	(5,000)
6250	13,200	13,200	13,200	8,000	(5,200)
6255			594		
6260	25,000	25,000	30,000	15,000	(10,000)
6265					
6270					
6275	4,000	4,000	2,405	4,000	
6280	150,000	150,000	192,000	150,000	
6285	10,000	10,000	6,000	10,000	
6290	12,000	12,000	11,500	12,000	
6295					
6300	55,000	40,000		40,000	
6305					
6310					
Total Operating Services	424,200	409,200	418,783	379,000	(30,200)
Consultant Services					
6410	-	-	-	-	-
6420	350,000	350,000	315,000	320,000	(30,000)
6430	-	-	-	-	-
Total Consultant Services	350,000	350,000	315,000	320,000	(30,000)
Professional Services					
6510	-	-	-	-	-
6520	-	-	-	-	-
6540	16,000	16,000	15,000	15,000	(1,000)
6550	-	-	-	-	-
6560	-	-	-	-	-
6570	-	-	-	-	-
6580	-	-	-	-	-
Total Professional Services	16,000	16,000	15,000	15,000	(1,000)
Travel Expenses					
6610	-	-	-	-	-
6620	-	-	-	-	-
6640	-	-	-	-	-
6650	-	-	-	-	-
Total Travel Expenses	-	-	-	-	-
Professional Development					
6810	-	-	-	-	-
6820	-	-	-	-	-
6830	-	-	-	-	-
6840	-	-	-	-	-
6850	-	-	-	-	-
Total Professional Development	-	-	-	-	-
Total OPERATING EXPENSES	790,200	775,200	748,783	714,000	(61,200)

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Facilities Management	\$790,200.00	\$714,000.00	-9.64%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Utilities	\$145,000.00	\$135,000.00	0.00%

Description

Provides funding for building utilities including water and electricity.

Other Supplies \$10,000.00 \$5,000.00 0.00%

Description

Provides funding for supplies including ergonomic equipment and/or furniture for staff.

Postage & Delivery \$13,200.00 \$8,000.00 0.00%

Description

Provides funding for USPS mailings, courier services and FedEx delivery services.

Office Supplies \$25,000.00 \$15,000.00 0.00%

Description

Funding for general office supplies for the Facilities team as well as white and color paper for the entire organization. This budget includes funds for general supplies for the break room including coffee, condiments, cutlery, paper plates and Zee Medical supplies.

Equipment - Rents & Leases \$4,000.00 \$4,000.00 0.00%

Description

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

Building Repair & Maintenance \$150,000.00 \$150,000.00 0.00%

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 includes funds for HVAC filters, bathroom faucet heads, janitorial supplies (e.g. toilet paper and seat covers, cleaning solutions, air fresheners, hand soap, paper towels, disinfectant, drain enzymes), lamp fixtures, electrical ballasts and paint supplies.

Equipment Repairs & Maintenance \$10,000.00 \$10,000.00 0.00%

Description

Funding for general maintenance of office equipment, including unanticipated repairs such as: 1) Access card upgrades; 2) File cabinets; 3) Cubicle changes and 4) Office mini blinds.

Offsite Storage	\$12,000.00	\$12,000.00	0.00%
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Description

Provides funding for offsite long-term storage for office files and furniture.

Miscellaneous/Contingency	\$55,000.00	\$40,000.00	0.00%
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Description

Funding for unforeseen facility related expenses and anticipated COVID-19 related expenses.

Other Professional Fees	\$350,000.00	\$320,000.00	0.00%
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Description

Provides funds for contracted services of the building management company and other services as needed including building security:

- 1) \$230,000 - Salaries/Wages for Morlin staff assigned to First 5 LA
- 2) \$36,000 - Morlin's management fee
- 3) \$54,000 - Building security for 12 months

Professional Dues	\$16,000.00	\$15,000.00	0.00%
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Description

Funding for the payment of CC&R's yearly assessment of common area expenses shared by the Union Station tenants and for the payment of Los Angeles City Lighting Bureau.

First 5 LA
Long Term Financial Plan - Multi-Year Detail

Beginning Fund Balance as of July 1	\$	352,109,768	\$	338,683,806	\$	297,461,649	\$	261,133,689	\$	223,934,216	\$	191,020,362	\$	161,291,606	\$	135,526,627	\$	113,429,895	
Projected Revenue (by Fiscal Year)		ACTUALS FY 2019-20		REVISED BUDGET FY 2020-21		FY 2021-22 BUDGET		FY 2022-23		FY 2023-24		FY 2024-25		FY 2025-26		FY 2026-27		FY 2027-28	
Proposition 10 Tax Allocations	\$	71,477,179	\$	72,356,233	\$	69,501,811	\$	66,619,251	\$	64,309,274	\$	61,299,567	\$	59,460,580	\$	57,676,763	\$	55,946,460	
Adjustment in Response to Proposition 56 Trend				(1,447,125)		(695,018)		(666,193)		(643,093)		(612,996)		(594,606)		(576,768)		(559,465)	
Other Revenue		783,589		7,140,000		5,144,000		2,000,000		2,000,000		2,000,000		2,000,000		2,000,000		2,000,000	
Interest Earnings		6,938,051		4,541,183		4,017,415		3,545,320		3,085,066		2,672,042		2,304,263		1,984,380		1,708,837	
Total Projected Revenue	\$	79,198,819	\$	82,590,291	\$	77,968,208	\$	71,498,378	\$	68,751,247	\$	65,358,613	\$	63,170,237	\$	61,084,375	\$	59,095,833	
Annual Program Demands		Commitment (June 30, 2018)		Estimated Program Demands (by Fiscal Year)															
				FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28							
Center for Child and Family Impact																			
Families - Welcome Baby/Home Visitation	\$	12,099,453	\$	38,253,849	\$	38,218,000	\$	40,161,000											
Communities - Best Start Communities/New Activities		-		17,111,021		20,405,000		17,759,000											
Early Care & Education Systems		24,606,567		21,051,294		21,288,000		12,964,000											
Health-Related Systems		-		2,417,059		5,575,000		5,846,000											
Center Support						695,000													
TOTAL 2015-2020 STRATEGIC PLAN (By Outcome Area)	\$	36,706,020	\$	78,833,223	\$	85,486,000	\$	77,425,000	\$	-	\$	-	\$	-	\$	-	\$	-	
TOTAL LEGACY INVESTMENTS	\$	64,770,198	\$	3,159,374	\$	3,233,200	\$	3,219,000	\$	-	\$	-	\$	-	\$	-	\$	-	
Emerging Opportunities						215,000		1,500,000		1,500,000		1,500,000		1,500,000		1,500,000		1,500,000	
CROSS-CUTTING AND SUPPORT INVESTMENTS								4,514,000											
Office of Communications								4,514,000											
Policy and Strategy/Office of Government Affairs & Public Policy				7,884,384		8,243,000		3,269,000											
Office of Data for Action				-		3,822,969		4,327,000											
TOTAL CROSS-CUTTING AND SUPPORT INVESTMENTS	\$	-	\$	11,707,353	\$	12,570,000	\$	10,160,000	\$	-	\$	-	\$	-	\$	-	\$	-	
PROGRAM OPERATING COST				9,297,169		8,468,112		7,856,620											
TOTAL ESTIMATED PROGRAM DEMANDS	\$	102,997,119	\$	109,972,312	\$	100,160,620	\$	92,393,174	\$	86,415,336	\$	80,824,264	\$	75,594,934	\$	70,703,941	\$	66,129,396	
Estimated Operating Expenditures (Admin cost)				13,531,189		13,840,136		14,135,548		16,304,678		15,249,765		14,263,105		13,340,282		12,477,166	
Capital Improvement Fund Expenditures	\$	6,959,676																	
TOTAL ESTIMATED SPENDING	\$	116,528,308	\$	123,812,448	\$	114,296,168	\$	108,697,852	\$	101,665,101	\$	95,087,369	\$	88,935,216	\$	83,181,108	\$	77,799,290	
TOTAL ESTIMATED SPENDING IN EXCESS OF REVENUES	\$	37,329,489	\$	41,222,157	\$	36,327,960	\$	37,199,474	\$	32,913,853	\$	29,728,756	\$	25,764,979	\$	22,096,733	\$	18,703,457	
PROJECTED ENDING FUND BALANCE	\$	338,683,806	\$	297,461,649	\$	261,133,689	\$	223,934,216	\$	191,020,362	\$	161,291,606	\$	135,526,627	\$	113,429,895	\$	94,726,437	
Reserve - Organizations Approved Budget	\$	29,132,077	\$	61,906,224	\$	57,148,084	\$	54,348,926	\$	50,832,550	\$	47,543,684	\$	44,467,608	\$	41,590,554	\$	38,899,645	
PROJECTED AVAILABLE ENDING FUND BALANCE	\$	309,551,729	\$	235,555,425	\$	203,985,605	\$	169,585,290	\$	140,187,812	\$	113,747,922	\$	91,059,019	\$	71,839,341	\$	55,826,792	

Assumptions:

- a) The annual rate of decline for Total Estimated Spending, beginning with FY 2023-24 through FY 2027-28, is approximately 6.47%.
- b) Projected interest earnings starting FY 2020-21 is 0.2%
- c) Reserve assumes 25% of the total FY 2019-20 actual budget and 50% of the total budget effective FY 2020-21 through FY 2027-28.
- d) Internal Adjustment in Response to Proposition 56 Trend is 2% for FY 2020-21 and 1% for remaining years, based on recent trends.
- e) The annual rate of decline for the Prop 10 revenue over the course of the 7 years, beginning with FY 2021-22 through FY 2027-28 is approximately 3.14%.
- f) Revenue estimates are based on projections provided in May 2020 by F5CA and CDTFA.
- g) Other Revenue includes: F5CA Revenue (Impact, Dual Language, F5CA Home Visit Coordination Project) and FY 2020-21 includes (Impact, Hubs, SMiF, ACEs, F5CA).
- h) Starting FY 2025-26, there is a 3% decline in Prop 10 revenue.
- i) Emerging Opportunities resources are included for FY 2021-22 for \$1.5M per year through FY 2027-28.

LTFP Adjustments

1. FY 19-20 Total Estimated Spending was revised to align with actual spending, per the audited financial statements
 - Revised from \$134.1M in estimated spending to \$116.5M in actual expenditures
2. FY 20-21 Total Estimated Spending was revised to align with the FY 20-21 Mid-Year Revised Budget.
 - Revised from \$124.3M in estimated spending to \$123.8M in estimated spending
3. FY 21-22 Total Estimated Spending was revised to align with the FY 21-22 Proposed Budget.
 - Revised from the \$116.2M spending cap established in the FY 20-21 LTFP to \$114.2M in estimated spending for FY 21-22
4. Revenue estimates were updated to align with projections provided in May 2020 by F5CA and the California Department of Tax and Fee Administration (CDTFA).
 - Other revenue estimates are updated to align with updated confirmed and projected revenues
 - Other Revenue includes: First 5 CA
5. Internal Adjustment in response to the Proposition 56 revenue trend was revised from a 2% downward adjustment through FY 27-28 to a 2% adjustment for FY 20-21 and a 1% downward adjustment for FY 21-22 through FY 27-28, based on recent trends

First 5 LA

FY 2019 – 2028 Long Term Financial Plan

(July 1, 2018 – June 30, 2028)

FIRST 5 LA

SUBJECT:

The revised Long-Term Financial Plan is presented to the Board of Commissioners as an information update to the Plan approved in July 2020, which will be presented for future action in June 2021.

LONG TERM FINANCIAL PLAN

On July 9, 2020, the Commission voted to adopt a ten-year long-term financial plan (Plan). This Plan established spending limits for future years through FY 2027-28. The Plan moves the organization away from a five-year annual projection snapshot to a plan with specific spending limits. The Plan is intended to strengthen the organization's fiscal discipline by changing how the organization plans for the long-term, adjusts to the organization's fiscal reality, aligns to the 2020-2028 Strategic Plan goals, and promotes sustainability. The future spending limits, grounded in an 85%-15% maximum split of total expenditures between programmatic and administrative costs, respectively, demand that we bring an organization-wide perspective to and be disciplined in the allocation of resources to their most strategic use and impact.

The long-term financial plan represents a powerful tool for focusing resources on Strategic Plan priorities, deepening our sustainability work, and leveraging non-First 5 LA resources. For FY 2021-22, not only is the total proposed budget of \$114.3 million below the established \$116.2 million spending limit for the fiscal year, but approximately \$5.1 million in anticipated expenses will be offset by external non-First 5 LA funds. Additionally, recent revenue and expenditure changes to the Plan, in alignment with actual costs and revised estimated spending, has resulted in an increase to the FY 2027-28 projected available ending fund balance, from \$4.2 million to \$55.8 million. More information about these adjustments are included in this memo. As was communicated and established last year, deviations from the approved annual limits require Board review and approval.

I. Introduction: Purpose of the Long-Term Financial Plan

This update to the FY 2020-2028 Long-Term Financial Plan (Plan) is the first update to the Plan since its approval in July 2020. The intent of the process continues to be the support the financial stewardship role of the Los Angeles County Children and Families First Proposition 10 Commission ("Commission"), i.e. First 5 LA, by projecting the long-term implications of fiscal actions taken by the Board of Commissioners ("Board"). This 10-year plan includes a multi-year outlook of current anticipated revenues, as well as established annual administrative and programmatic limits against forecasted revenue and fund balance.

Each year the Plan is presented to the Board in advance of the annual budget process in order to provide context in which budget funding decisions will be made. The July 1, 2018 through June 30, 2028 plan period includes two years of historical actual expenditure data with more details provided for the mid-year revised FY 2020-21 budget year as well as the upcoming proposed FY 2021-22 budget year. Resources for years 5 through 10 are reflected at a higher annual level reflecting the future funding direction of an 85%-15% distribution of spending between programmatic and

administrative work. The long-term financial plan will be used to strategically plan and manage future year's expenses and Fund Balance drawdowns.

Specifically, the Long-Term Financial Plan utilizes the following overarching approach:

- Uses the most recent audited fund balance as a starting point (July 1, 2019 - June 30, 2020);
- Includes updated revenue forecasts based on the most current available data from the California Department of Tax and Fee Administration (CDTFA);
- Includes spending in support of Strategic Plan goals;
- Includes project expenditures for all initiatives approved by the Board, including those that have received a multi-year allocation and legacy investments that have received a multi-year award; and
- Forecasts ending fund balance for each fiscal year through June 30, 2028.

The LTFP has formally assigned future funds through the end of the term (June 30, 2028). Outside of the LTFP process, funds must be reviewed, amended and formally committed as part of the annual budget process approved by the Board or through a Resolution that specifically commits funds for an initiative or program in a manner consistent with First 5 LA's Governance Guidelines.

II. Methodology/Approach

Staff used the FY 2018-19 actuals, FY 2019-20 actuals, FY 2020-21 mid-year revised budget, FY 2021-22 draft budget and six years of estimated spending ceilings through FY 2027-28, as approved in July 2020 by the Board.

The LTFP was developed using the following more specific approach and methods:

- The baseline year for this Long-Term Financial Plan is the FY 2019-20 audited actual expenditures, as reflected in section A of this memo.
- FY 2020-21 estimates expenditures using the mid-year revised budget estimates of \$123,812,448 million, a decrease of \$444,045 to the anticipated spending for FY 2020-21.
- FY 2021-22 estimates expenditures are based on the proposed draft budget which was developed based on an analysis of historical spending, projected expenditures, multi-year contracted funding and anticipated need. The proposed budget of \$114.3 million is below the \$116.2 million spending limit established for FY 2021-22.
- As part of the action taken to approve the FY 2020-21 Budget in July 2020, multi-year commitments and allocations were reauthorized. This schedule of commitments and allocations, known as the GASB 54 schedule, was approved by formal Resolution and designates funds for those specific purposes as directed by the Board. Final year-end balances for these commitments are available in First 5 LA's annual official audit, the Comprehensive Annual Financial Report (Annual Report), for the fiscal year ending June 30, 2020.
- Total future year budget expenditures are split – 85% for programmatic needs and 15% for administrative needs, as was determined through the Strategic Plan Refinement process by an assigned Strategic Refinement Team. The LTFP is presented at a high-level cost distribution which reflects annual totals based on the revised structure.

III. Assumptions

This long-term plan includes the following assumptions:

1. Resources are distributed, captured and categorized in the budget between program costs and administrative costs.
2. The Plan spans a ten-year period of annual estimates.
3. For long-term projection and planning purposes, the Plan assumes that spending for FY 2022-23 through FY 2027-28 will remain on a consistent annual rate of decline of approximately 6.47%; 85% of the total will be designated as program costs and 15% will be designated as administrative.
4. Emerging Opportunity resources are included at \$1.5 million per year from FY 2021-22 through FY 2027-28.
5. Reserve: On July 9, 2020, the Board voted to increase to the reserve from 25% of the total annual budget to 50% of the total annual budget, effective FY 2020-21.

Changes to the methodology/assumptions and approach to the LTFP, as noted above, have resulted in an increase to the projected available ending fund balance at fiscal year end 2027-28 from \$4.2 million, as reflected in the Plan approved in July 2020, to \$55.8 million included in this updated Plan. We anticipate that the FY 2027-28 ending fund balance will continue to fluctuate over the years as we update estimated spending with actual expenditures, mid-year revised Budgets and proposed detailed Budgets. These updates will be brought to the Board for review and approval on an annual basis, as applicable.

A. Beginning Fund Balance

The LTFP's FY 2020-21 beginning fund balance of \$338,683,806 reflects the most recent audited ending fund balance per the Comprehensive Annual Financial Report (Annual Report) for the fiscal year ending June 30, 2020. The beginning fund balance in future years, beyond FY 2020-21, is calculated based on projected revenue and expenditures for the prior year.

B. Revenue

The Commission is funded through the Proposition 10 Tobacco Tax, 80% of which is distributed to the County Commissions based on their proportion of statewide births. Los Angeles County receives the greatest share, representing approximately 24-25% of the total County allocations. **Tobacco tax revenue**, projected to be roughly \$72.4 million in FY 2020-21 and \$69.5 million in FY 2021-22, is anticipated to continue declining in future years based on the most recent estimate from the California Department of Tax and Fee Administration (CDFTA), which forecasts an average annual decline of approximately 3-5% in tobacco tax revenue. In response to insufficient information shared by the State regarding the Proposition 56 backfill calculations and methodologies, the First 5 LA Finance department continues to adopt a cautious approach in the calculation of Proposition 10 and Proposition 56 revenue by adjusting the State's projections downward, for the purposes of this analysis. The previous 2% downward adjustment used from FY 2018-19 through FY 2020-21 has been adjusted to a 1% downward adjustment through FY 2027-28 in response to an increase in projected revenues from the State and the consistent receipt of payments. In accordance with standard practice, staff will continue to monitor and make the appropriate adjustments as information is received. Additionally, staff will continue to monitor actual revenue relative to the projections to analyze the impact these declining resources may have on the organization's fiscal position.

Interest earnings are projected based off the average rate of return on anticipated cash balances. Based on the latest assessment and fluctuations, First 5 LA will continue to calculate a 1.2% interest earnings with assumptions made for consistent market conditions across the years reflected in the LTFP. Interest earnings for FY 2020-21 are projected at approximately \$4.5 million. Interest earnings for FY 2021-22 are projected at approximately \$4.0 million. In addition, the **Other Revenue** category also includes funding from First 5 California and the Aurrera Health Group LLC (ACE's Aware) for FY 2020-21 (total of \$2.99 million) and funding from First 5 California for FY 2021-22 (total of \$5.1 million).

C. Program Expenditure Assumptions

The baseline for the current long-term financial plan is grounded on the assumption that the Board will invest in the implementation of the approved 2020-2028 plan to achieve the strategic priorities outlined through FY 2027-28. The current projections also assume a fixed annual rate of revenue decline for the strategic plan term. Programmatic investments will distribute 85% of the total annual spending limit to carry out activities aligned with our strategic plan that continue to move us in a direction of policy and systems change work in alignment with our values, investment guidelines and desired results.

Specific investments will be presented to the Board on an annual basis through a refined spending plan based on updated information. Additional detail related to the investment estimates for FY 2021-22 is included in the FY 2021-22 Budget materials.

D. Program Expenditure Assumptions – Legacy Investments

The expenditure projections contained in the LTFP were developed based on the following overarching assumptions:

- Consistent with the Governance Guidelines, all initiatives and programs are assumed to end according to the Board-directed timeframe. This includes the following Legacy investments that are projected to sunset by June 30, 2022: Baby Friendly Hospitals.
- Fidelity to existing approved allocations and other funding decisions made by the Board. Funding for Little by Little/One Step Ahead is assumed to fully exhaust the original \$30 million allocation award by 2023, as approved by the Board in November 2018.

E. Operating Expenditure Assumptions

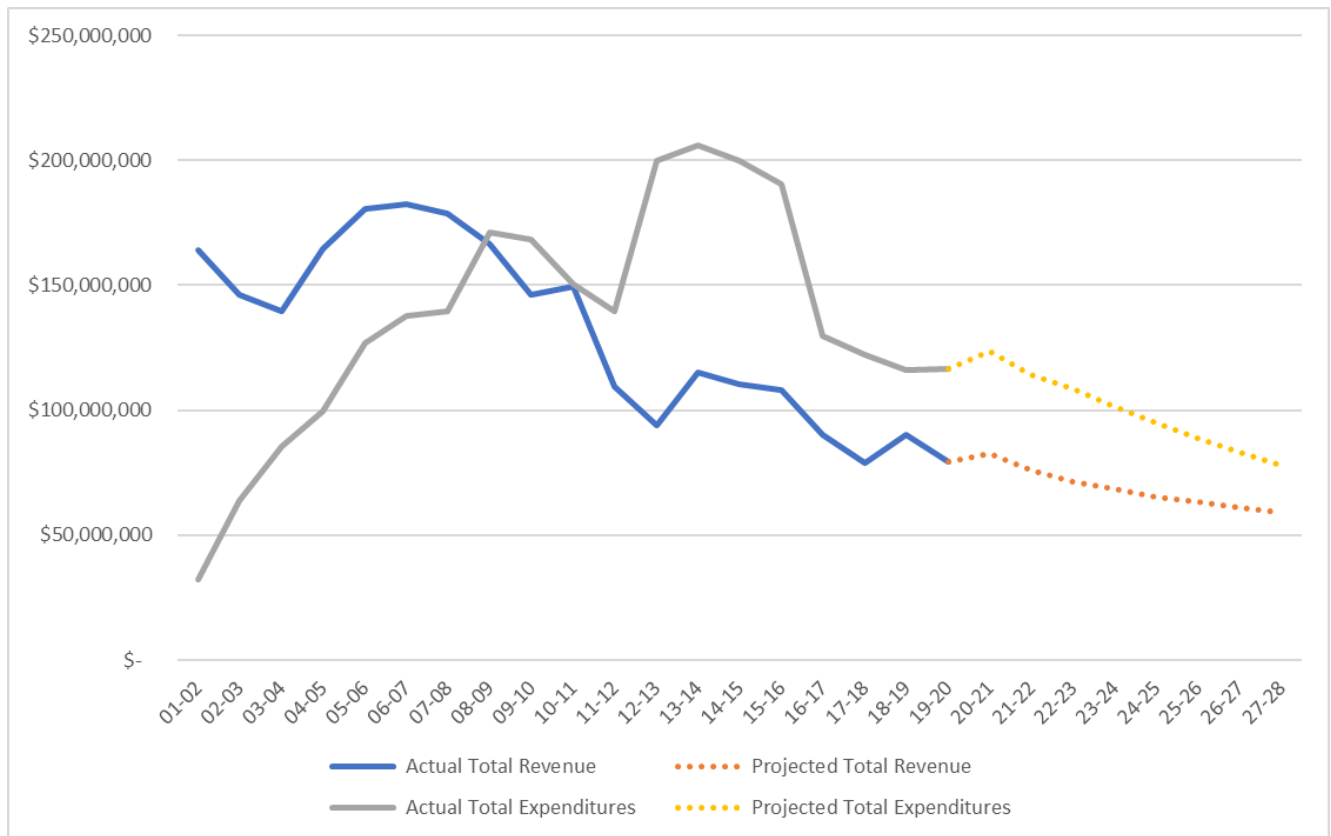
The Revised FY 2020-21 Operating Budget of \$22.3 million included assumptions related to staffing, salary and benefit costs, professional development and other operating costs. The FY 2021-22 Draft Budget proposes \$22.0 million in operational costs to support the organizational needs. The FY 2021-22 Operating Budget includes an organizational alignment to the November 2020 Adapted Organizational Structure which reduces the total organization's FTE and net cost. This Adapted Organizational Structure will reduce costs starting in FY 2021-22 and will impact future years. Restructuring how operating expenses are captured and categorized in the annual budget will provide the agency with a clearer system to track administrative versus programmatic expenses and help us "live within our means."

Overall, we do anticipate all operational costs will increase slightly from year to year due to standard salary increases (estimated at 3.2%), benefit increases (approximately 4%), as well as inflation of the cost of goods and services (estimated at 1%).

IV. Analysis: The Multi-year Outlook

Consistent with previous years, the LTFP continues to reflect declining resources, including both incoming tobacco tax revenue and existing fund balance. As previous projections have demonstrated, this is primarily driven by the fact that spending has outpaced revenue, requiring the Commission to depend on existing fund balance to cover the difference. The establishment of the annual resource spending limits in this ten-year plan gives us an opportunity to be proactive in deciding how and when we strategically use the diminishing fund balance to offset expenditure needs above and beyond the Proposition 10 tax revenue dollars and any other known revenues.

Chart 1: Revenue vs. Expenditures through FY 2027-28



The Commission’s primary source of revenue, Proposition 10 tobacco tax revenue, has been steadily decreasing since FY 2004-05, and is projected to decline an additional 19.5% by FY 2027-28, from the \$69.5 million anticipated to be received in FY 2021-22 to an estimated \$56.0 million in FY 2027-28, not including the 1% internal downward adjustment to Proposition 10 tax revenue to account for possible Proposition 56 backfill shortfalls or changes. The transition from long-term financial projection to plan has allowed First 5 LA to plan for a gradual path toward expenditure alignment with revenues as we continue to focus resources on Strategic Plan priorities, deepen our sustainability work and leverage non-First 5 LA resources.

Spending is estimated to peak in FY 2020-21 as the organization transitioned from one Strategic Plan to a Revised Strategic Plan. The total impact of the anticipated expenditures in FY 2020-21 is

approximately \$123.8 million, or 33.3% above the estimated incoming revenue (including the 2% internal adjustment to Proposition 10 tax revenue in response to the Proposition 56 backfill revenue shortfall), an excess level of spending which results in a commensurate decline in fund balance. The total impact of the proposed costs for FY 2021-22 is \$114.3 million, or 31.8% above the estimated incoming revenue, which also adjusts for the 1% internal adjustment to Proposition 10 tax revenue. The ongoing variance between projected revenue and the established spending limits results in an 84.1% decrease in fund balance from the July 1, 2020 beginning fund balance of \$338.7 million to \$55.8 million by June 30, 2028. This \$55.8 million includes the fund balance reserve which increased from 25% of the projected annual fiscal year budget per Board-approved policy to 50% effective FY 20-21, per Board approval in July 2020.

As noted earlier, recent changes to the Plan have resulted in an increase to the FY 2027-28 projected available ending fund balance, from \$4.2 million to \$55.8 million, an increase of approximately \$51.6 million.

Staff will continue to monitor the changing environment and political landscape—both at the State and Federal level—that can have potential implications for anticipated revenue so that we may adjust our longer-term plans, accordingly. The plan will be updated on an annual basis to capture any new information related to additional funding, both restricted and unrestricted, outside of the Proposition 10 and the Proposition 56 backfill dollars. These updates will then be presented to the Board for approval.

V. Summary

The transition from a long-term financial projection to a plan in 2020 has required that First 5 LA bring greater discipline to its current and future spending. In so doing, the Plan helps First 5 LA improve its long-range strategic investment planning, particularly as the organization places a higher emphasis on policy and systems change, and doing more with less, due to our ever-declining Proposition 10 Tobacco Tax revenues. This approach also allows the organization to manage the transition to a more sustainable spending plan in light of an ever-decreasing fund balance.

First 5 LA will continue working to identify the appropriate level of resources for distribution in support of the short and long-term 2020-2028 Strategic Plan efforts. Any changes to the proposed long-term plan costs and revenues will be shared with the Board for discussion, feedback and approval through the next long-term financial plan update.

FY 2021-22 Draft Budget

Special Meeting of the
Board of Commissioners/
Program & Planning
Committee

May 27, 2021

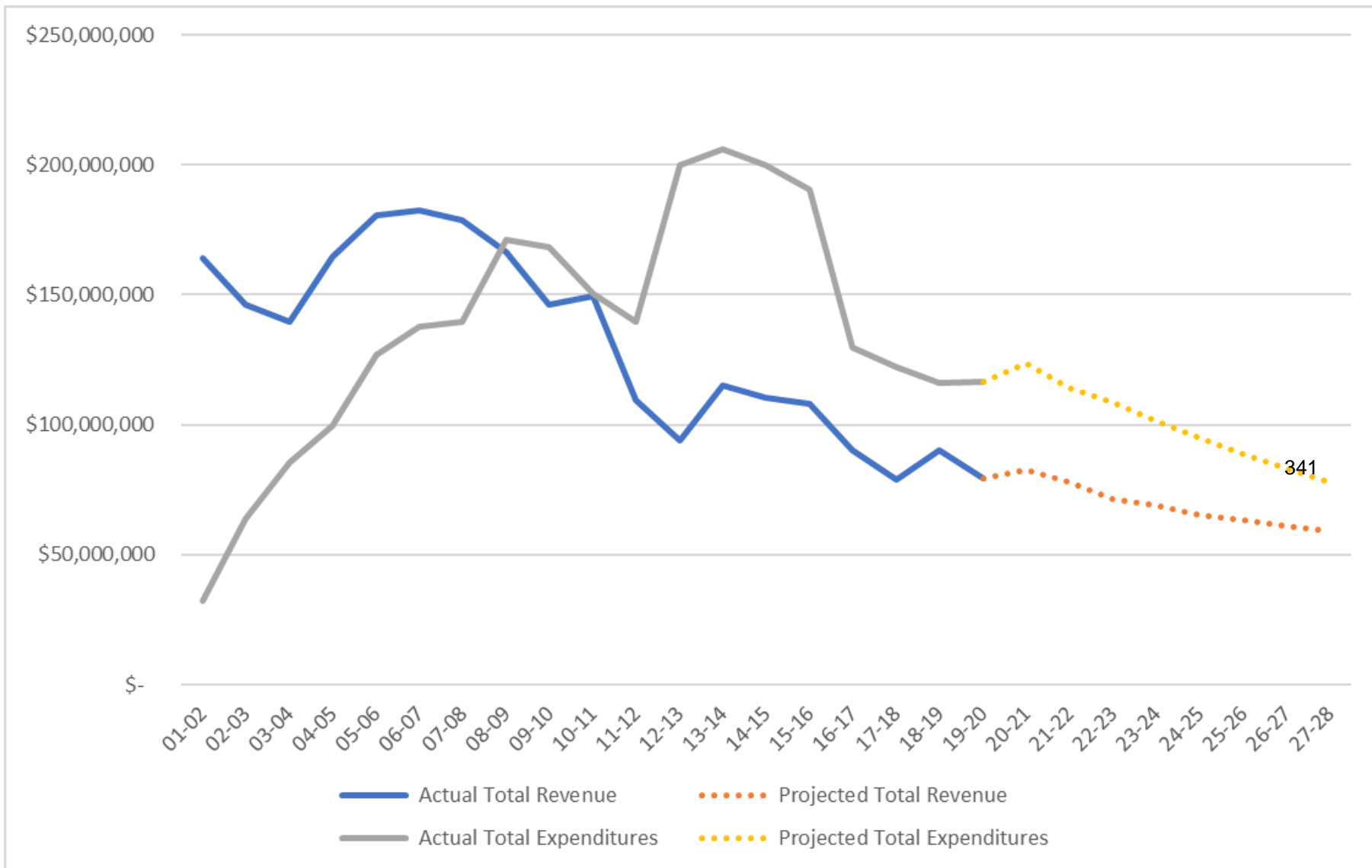


Objectives

1. LTFP Overview
2. Budget Overview
 - a) Components
 - b) Summary & Highlights
3. Center Costs
4. Next Steps

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LTFP: Revised Revenue & Expenditure Projections



Budget Components

Components of the FY 2021-22 Budget

1. Strategic Plan

a) Center for Child & Family Impact

b) Offices

2. Legacy Investments

3. Emerging Opportunities

4. Internal Operations (Operating Budget)

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FY 2021-22 Budget Summary

Budget Component	FY 2020-21 Budget		Proposed FY 2021-22 Budget	Variance
	Original	Revised		
Program				
<i>Center for Child & Family Impact Total</i>	84,899,000	88,279,000	77,525,000	(10,754,000)
<i>Offices Total</i>	9,579,000	8,949,000	10,060,000	1,111,000
<i>Other*</i>	828,000	828,000	-	(828,000)
Total 2020-2028 Strategic Plan	\$ 95,306,000	\$ 98,056,000	\$ 87,585,000	\$ (10,471,000)
<i>Legacy Investments</i>	3,153,000	3,233,200	3,219,000	(14,200)
<i>Emerging Opportunities</i>	3,000,000	215,000	1,500,000	1,285,000
Total Program	\$ 101,459,000	\$ 101,504,200	\$ 92,304,000	(9,200,200)
Operating (includes COE, OESL and Pgm Ops)	22,797,493	22,308,248	21,992,168	(316,080)
TOTAL BUDGET	\$ 124,256,493	\$ 123,812,448	\$ 114,296,168	\$ (9,516,280)

* Represents projects that expired in FY 20-21 or whose certain activities (not entire projects) were included in a different budget for FY 21-22

** Reflect new structure and work compared to FY 20-21 Departments; as such, year to year comparison will not be exact



Program Highlights

ECE Team Budget Highlights

FY 21-22 Budget

- Total: \$12,964,000
- Decrease of 20% reduction from previous fiscal year.
- ~\$5 million in resources from First 5 CA for QSLA expansion and Dual Language Learner Project

Highlights

- Continued investment in quality support system, QSLA
- Largest investment is Kindergarten Readiness Assessment
 - Sunsetting KRA investments in non-Best Start Geographies
 - Pausing expansion of this initiative pending strategy refinement in partnership with Communities team 345
- New investment in developing a support strategy for home based care
 - Home based care includes population we are prioritizing
 - Grounded in our DEI value and investment guideline
 - Learning and listening with our partners, parents, and centering providers
- Continue efforts to stabilize the ECE system during and post COVID
- Strong partnership with OGAPP, funder of ECE Coalition, on policies and investments needed to strengthen our ECE system (e.g. PAF)

Communities Team Budget Highlights

FY 21-22 Budget

- Total: \$17,759,000
- Decrease of \$3.2 million compared to FY20/21 (15.2% decrease)
- Primary elements include strengthening the networks and building the field (including the Regional Network Grantees (RNGs) in the Best Start regions;
- Represents a reduction in budget of approximately \$3 million over FY 20/21 budget including: reduction in RNG agreements by 10% (\$1.65M) and reduction of other projects, completion of projects, transfer of work to other offices; and
- Increase in budget to support implementation of Best Start Learning Agenda (\$540,000).

Highlights

- Continue to invest in building the regional network structure and amplifying the community voice in the Best Start regions; ³⁴⁶
- Continue to learn from communities' priorities by more explicitly connecting our internal work and external partners to those community priorities;
- Work closely with the Office of Government Affairs and Public Policy to support a more integrated, agency-wide policy advocacy fund (integrating ECE, ECD, and BEPAF);
- Implement Best Start Learning Agenda in collaboration with and TA from the Office of Data for Action; and collaborate with OGAPP regarding informing advocacy priorities; and
- Collaborating with the Office of Equity, Strategy and Learning regarding informing DEI priorities and approaches.

Health Systems Team Budget Highlights

FY 21-22 Budget

- Total: \$5,846,000
- Increase of \$121,000 over FY 20/21 budget (2% increase)
- Primary elements include continued implementation of Help Me Grow LA (HMG) and African American Infant and Maternal Mortality (AAIMM) prevention efforts

Highlights

- Ongoing engagement with Office of Communications to provide technical assistance and contractor support to guide public awareness and stakeholder engagement for both HMG³⁴⁷ and AAIMM.
- Countywide expansion of HMG Pathways community collaboratives to strengthen referral and linkage to early intervention
- New investment focusing on children's mental health to inform broader HMG implementation and state advocacy efforts
 - Partnership with philanthropy and Medi-Cal health plans
 - Healthcare delivery/clinic practice transformation

Family Supports Team Budget Highlights

FY 21-22 Budget

- Total: \$40,161,000
- Increase in budget of \$1.7 million over FY 20/21 budget (4% increase)
- Assumed oversight of Welcome Baby Study (revised scope)
- Funding projection for Little by Little consistent with Board action of extending agreement to spend down balance of \$3,179,000
- Funding will sunset as planned for family engagement investments:
 - Abriendo Puertas
 - Project Dulce
 - Baby Friendly Hospital (potential no-cost extension to one hospital, pending site visit)

Highlights

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- Ongoing coordination with internal and external partners:
 - Office of Data for Action for Welcome Baby Virtual Implementation and Outcome Study
 - Family Strengthening Oversight Entity and network-wide coordination and infrastructure
 - Center Support Team and Managed Care Plan partnerships
 - Home Visiting Systems-Building and development of referral pathways between home visiting and services such as Help Me Grow, doulas, and early care and education

Center Support Team Budget Highlights

FY 21-22 Budget

- Total: \$695,000
- **Sustainability – health plan partnership and home visiting infrastructure**
 - Funding for technical assistance for sustainability options moved from Families to Center Support Team budget:
 - Health Management Associates (HMA) and Jennifer Kent Consulting, Inc. to provide consultation support for work with Medi-Cal managed care plans and broader health-related efforts across CCFI Teams
 - Optimas, Inc. to complete off-ramping of the CMAA program with Welcome Baby
 - Funding to create infrastructure for billing health plans for services
- **Partnership – county and philanthropic partnerships aligned w/ F5LA systems change work**
 - Child maltreatment prevention – Families First implementation, OCP partnership, DCFS strategic planning and child wellbeing initiatives
 - Flexible funding for family economic security projects
 - Prevention and early intervention in mental health systems
 - Membership in county and philanthropic collaboratives (Bold Vision, Center for Strategic Partnerships, SCG)

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Highlights

- Work across CCFI teams to drive integration and build external partnerships that advance strategic priorities
- Support teams in developing sustainability strategies for key investments
- Close collaboration with OGAPP on Families First, home visiting advocacy and philanthropic memberships

Center for Operational Excellence (COE)



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Center for Operational Excellence (COE)

Making Our Strategic Plan Actionable

- CIP Project – One of the larger undertakings by First 5 LA
- Development of a Process/Policy to receive non-F5LA Proposition 10 funds
- Embed DEI into Procurement Policy Reform
- COE continues to listen and learn from colleagues, to achieve operational excellence by improving internal processes, workflows, procedures and systems and support the work done by CCFI and The Offices.

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NEXT STEPS

Next Steps

- **May 6, 2021– Special Meeting of the Board of Commissioners: BFC/Exec Committee**
 - Detailed overview of the Draft FY 2021-22 Budget and Long-Term Financial Plan
- **May 13, 2021– Commission Meeting**
 - Information Item: High-level Overview of the Draft FY 2021-22 Budget and Long-Term Financial Plan Revisions
- **May 27, 2021– Special Meeting of the Board of Commissioners: Program & Planning Committee**
 - Overview and discussion of Draft FY 2021-22 Proposed Programmatic Expenses and LTFP Revisions
- **June 10, 2021 – Commission Meeting**
 - Action Item: Final FY 2021-22 Budget and Long-Term Financial Plan Revisions presented to the Board for approval

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THE END

1ST  LA
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Giving kids the best start

FIRST 5 LA

SUBJECT:

Authorize First 5 LA Executive Vice President to Execute Agreements to Accept Reimbursement Funding from Promise Blue Shield and Other Health Plans for Home Visiting Services

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the May 27th 2021 Special Meeting of the Board of Commissioners Program and Planning Committee Meeting. First 5 LA staff will recommend at the June 10, 2021 Commission Meeting that the Board authorize First 5 LA's Executive Vice President to execute an agreement with Promise Blue Shield and other health plans to receive reimbursement for home visiting services.

BACKGROUND:

First 5 LA is a long-time funder of maternal and child health home visiting services, which pair pregnant women, new mothers and their families with trained professionals using evidence-informed curricula to support them in creating a healthy, safe environment advancing maternal and child health outcomes. Home visiting programs can play a critical role in helping to meet the goals for which Medi-Cal managed care plans (MCPs) are accountable, such as connection to post-partum visits, maternal depression screening and well-child visits/immunizations. For the past several years, First 5 LA has been engaging with LA County MCPs to explore the possibility of partnering to ensure that Medi-Cal managed care members receive this vital service and that MCPs have access to information about their members who may be enrolled in home visiting. Because home visiting is composed of a network of many hospitals and community-based organizations providing the services throughout the County, First 5 LA sees an opportunity to play an intermediary role in order to connect the MCPs and programs in the most efficient manner.

Since January 2019, First 5 LA and Blue Shield Promise Health (Promise), which is a Medi-Cal managed care plan serving pregnant women and children throughout Los Angeles County, have been engaged in a pilot to automatically refer pregnant women to home visiting in the Antelope Valley region of Los Angeles County, which is an area of high priority for both organizations. In this pilot, physicians at two primary care clinics run by Promise make direct referrals to First 5 LA's home visiting partner, Antelope Valley Partners for Health (AVPH), *immediately* upon pregnancy diagnosis. The pilot has been successful in meeting Promise's goals for its population of birthing women in the Antelope Valley, and as a result, First 5 LA and Promise Health are working to develop an agreement through which Promise Health would partially reimburse First 5 LA for prenatal and postpartum home visiting services provided to its members in Los Angeles County with the intent to improve targeted birth, postpartum, and pediatric outcomes. This project will provide an opportunity to test how managed care organizations can contract for non-clinical care management support services for pediatric/maternal care and serve as a potential model for partnerships with other managed care plans. This strategy also provides an on-the-ground example of the policy direction articulated in the California Advancing and Innovating Medi-Cal (CalAIM), a multi-year initiative by the California Department of Health Care Services (DHCS) to improve the quality of life and health outcomes of California's population by implementing broad delivery system, program and payment reform across the Medi-Cal program.

In November 2019, the First 5 LA Commission approved the 2020-2028 Strategic Plan, which includes a Long-Term System Outcome focused on sustainability. Engaging with Medi-Cal managed care plans to cover the costs of key services for their beneficiaries in Los Angeles County is a key strategy for First 5 LA, as it presents an opportunity to improve prenatal and postpartum outcomes for mothers and children throughout Los Angeles County as well as to secure a sustainable revenue stream for First 5 LA's investments, including home visiting programs. This project therefore also aligns with Strategic Priority 1, Objective 1.1 of the 2020-2028 Strategic Plan.

Because the Executive Director has an affiliation with Blue Shield of California as a Board member, she has recused herself from any decision of First 5 LA relating to Blue Shield-related entities and delegated decision-making authority to the Executive Vice President. Promise is a Blue Shield entity with which the Executive Director has no actual role. However, this broad recusal avoids any actual conflict of interest, as well as the perception of any conflict. To further guard against any perceived conflict of interest or disclosure of confidential information from any of the MCPs that may be involved with this initiative in the future, the Executive Director will recuse herself from all First 5 LA decisions and contracts relating to MCP reimbursement for home visiting programs. For these reasons, staff recommends that the contract execution and decision-making authority for all MCP contracts be delegated to the Executive Vice President.

NEXT STEPS:

Staff will return to the next scheduled Board of Commissioners meeting on June 10, 2021 to request authorization for First 5 LA's Executive Vice President to execute the agreement with Promise Blue Shield, and further authorize the Executive Vice President (EVP) to execute Agreements with other health plans for First 5 LA to receive reimbursement for home visiting services. First 5 LA requests this delegation to the EVP to avoid any potential conflict of interest or disclosure of confidential information given the Executive Director's service on the Board of Directors for Blue Shield of California and in order to avoid any appearance of impropriety.

Home Visiting System Building and Sustainability

Diana Careaga, Family Supports
Anna Potere, Center Support Team

Program & Planning Committee Meeting
05/27/2021



Presentation Goals

Home Visiting
System
Building

Home Visiting System Building Update

Sustainability

Home Visiting and Medi-Cal Managed Care Partnerships

Discussion &
Questions

Discussion Questions

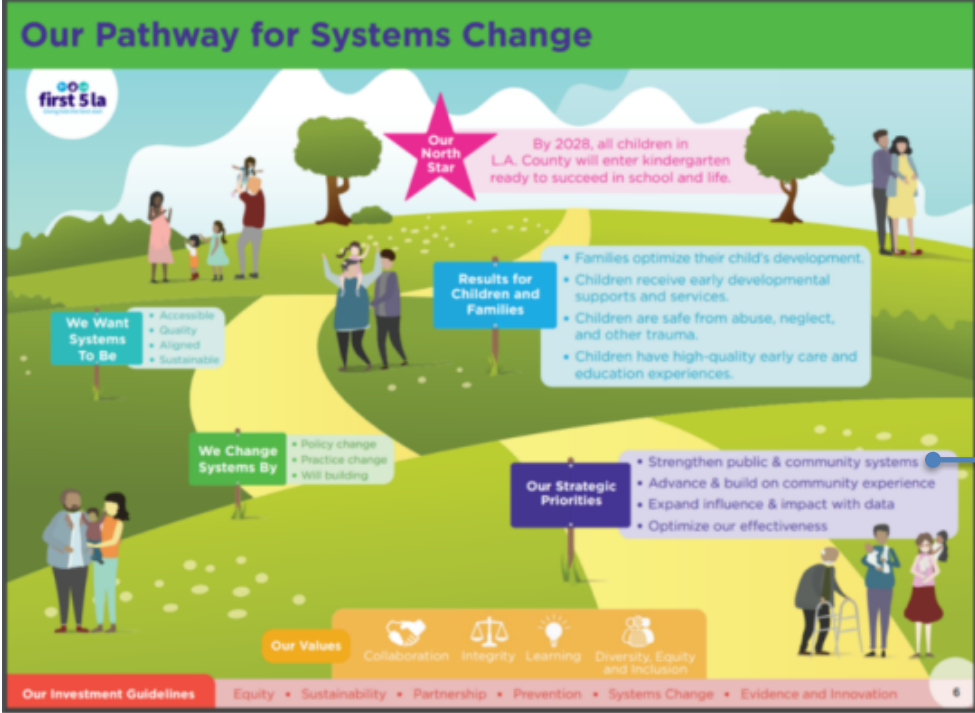
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Previous Home Visiting Touchpoints with PPC

- March 2019:
 - Home Visiting System Building & Policy Effort Updates
- February 2020:
 - Compensation and Retention in Home Visiting
- October 2020:
 - Home Visiting System Building and Evaluation Update

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Strategic Plan 2020-2028



Strategic Priority: Strengthen public & community systems

Priority 1.1: Provide program and policy leadership to support the development and expansion of a universal system of voluntary home visiting that builds upon existing infrastructure

Vision for Home Visiting in LA County

A universal system of voluntary, evidence-based family strengthening home visiting services for all Los Angeles families with children prenatal through age five to optimize child development, build parenting skills, and prevent the risk of adverse childhood experiences.



Home Visiting System Building

Key areas for system change for realizing an optimal system of support:



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Home Visiting System Building



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Home Visiting System Building

Board of Supervisors Motions:

1. Supervisor Kuehl Motion (2016)

- Directed DPH to "develop a plan to coordinate, enhance, expand, and advocate for high-quality home visiting programs to serve more expectant and parenting families so that children are healthy, safe, and ready to learn."
- Response: "Strengthening Home visiting in Los Angeles County: A Plan to Improve Child, Family, and Community Well-Being" (2018 Report)

2. Supervisor Solis Motion (October 2019)

- Directed DPH to report on unmet needs for vulnerable women, new home visiting models for high risk women; and potential funding needs and streams for appropriate level of services to meet needs of high-risk groups.
- Response: "Expanding Reach and Increasing Diversity of LA County Home Visiting Programs to Improve Access for Women at Highest-Risk" (August 2020)



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Home Visiting System Building

- First 5 LA and Department of Public Health fund the same organizations to implement more intensive home visiting program models
- Department of Public Health administers Home Visiting contracts with multiple funding streams:
 - LA County Department of Mental Health and Maternal Health Services Act funding
 - California Home Visiting Program Funds
 - California Department of Social Services (CalWORKs)
- Oversight Entity (Los Angeles Best Babies Network) provides technical assistance, database and reporting support to providers across funding streams
- All providers utilize and enter data into the Stronger Families Database (SFDB)

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Home Visiting System Building

Data Evaluation:

- California Department of Social Services State Evaluation
 - Legislatively mandated as part of CalWORKs funding
 - Includes sharing of Protected Health Information (PHI)

Challenge:

- Data stored in SFDB, which is co-owned by First 5 LA and Database vendor
- Lack of data sharing agreement between DPH, First 5 LA and LABBN was hindering data exchange

Question:

How to release data without an existing agreements between any of the partners?

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Home Visiting System Building

Collaborative Steps:

- Consultation with F5LA and DPH legal counsel
- F5LA legal counsel secured a HIPAA consultant
- Recommendations:
 - Release of data allowed given State mandate
 - Establish DPH / F5LA data sharing agreement



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Home Visiting System Building

Data Sharing Agreement:

- F5LA permission for LABBN to share aggregate, de-identified data directly with DPH
 - Data usage to be allowed to:



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- Requests to pull data across funding streams to require joint permission from involved funders

Home Visiting System Building

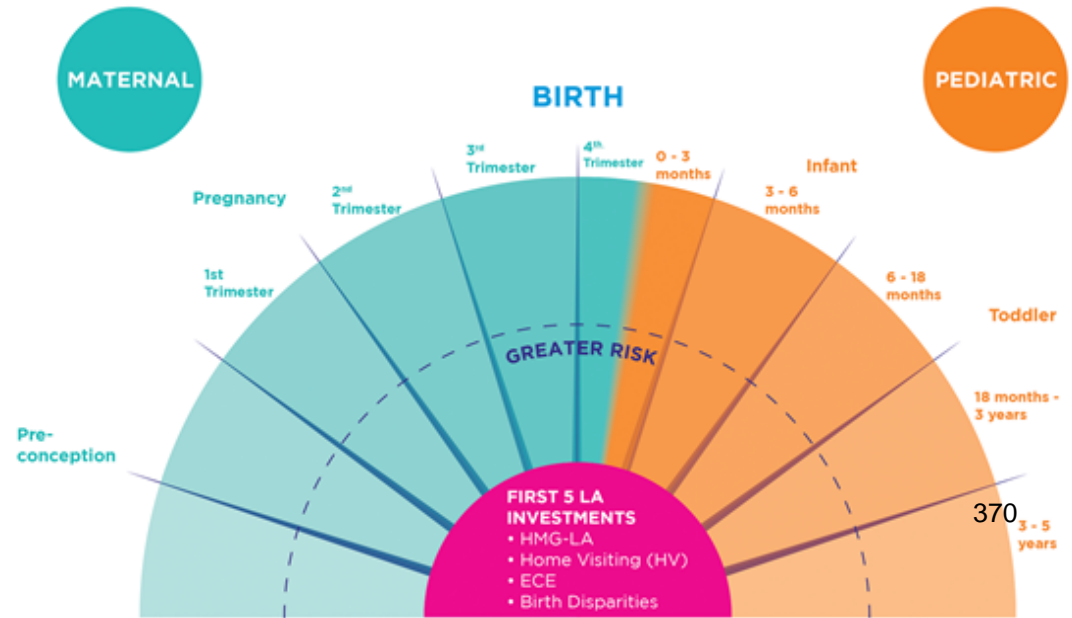


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First 5 LA Sustainability Vision

Create a spectrum of equitable social services available to pregnant and parenting women and their children supported by sufficient and sustainable funding.

Maternal and Pediatric EII Model of Care



Home Visiting Sustainability Strategy

- Diversify home visiting funding sources in order to sustain programs as First 5 LA revenue declines
- Create longer-term financing mechanisms to ensure stability for providers and families
- Develop the necessary system infrastructure to support a quality system with multiple funding streams

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Managed Care Strategy: First 5 LA as Intermediary

Home Visiting Providers



Health Plans



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★ Active conversation

Managed Care Plan Partnerships: Where We Are



- Exploring integration of referrals into home visiting from primary care providers
- Executed Mutual Non-Disclosure Agreement (MNDA)



- Implemented direct referral pilot in Antelope Valley
- Negotiating contract to partially reimburse First 5 LA for home visiting provided to members and expand ³⁷³ to additional hospitals (anticipated Action item at 6/10/21 Board of Commissioners Meeting)
- Executed Non-Disclosure Agreement (NDA)



Managed Care Plan Partnerships: Where We Are Going

1. Continue to explore contracting with Promise Blue Shield and partnership with Anthem Blue Cross
2. Explore and identify elements necessary to support partnerships with managed care plans as intermediary in order to inform First 5 LA's ongoing role
3. Ensure alignment between home visiting system-building efforts and sustainability efforts to prepare home visiting system for diversified funding streams (e.g., ability to share PHI, referral pathways)
4. Explore innovative pilots with other plans to test various strategies across maternal and pediatric spectrum
5. Apply learnings to other aspects of First 5 LA portfolio of early intervention services

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Additional Sustainability Strategies

- Monitoring and engaging in following:
 - State Medi-Cal Reform Efforts
 - California Advancing and Innovating Medi-Cal (CalAIM) initiative
 - Managed Care Plan Reprourement
 - Family First Prevention Services Act implementation
 - Philanthropic Opportunities (e.g., Pritzker Foundation Community Innovation Grant)

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Next Steps

- June 10, 2021 Commission Meeting: First 5 LA staff will request authorization for First 5 LA's Executive Vice President to execute the agreement with Promise Blue Shield, and further authorize the Executive Vice President to execute Agreements with other health plans for First 5 LA to receive reimbursement for home visiting services
- September 9, 2021 Commission Meeting: approval for data sharing agreement between First 5 LA and Department of Public Health³⁷⁶

Home Visiting System Building



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Discussion

1. What questions do you have about the system building process and data sharing practices?
2. What questions do sustainability efforts raise?
3. What additional questions or feedback do you have?

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Thank
you!

FIRST 5
20
YEARS
OUR KIDS
OUR FUTURE
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FIRST 5 LA

SUBJECT:

Amend a Strategic Partnership with Dignity Community Care in the Amount of \$265,000, through June 30, 2022 for a Total Project Cost of \$1,168,876 to Coordinate the Provision of Training and Materials to Support the LA County Department of Health Services' MAMA's Neighborhood Program Expansion.

RECOMMENDATION (PROVIDED FOR INFORMATION):

This memo is provided as information for the Board's consideration at the May 27, 2021 Program and Planning Committee meeting. First 5 LA staff recommends that at the June 10, 2021 Board of Commissioners meeting, the Board approve the amendment of a Strategic Partnership with Dignity Community Care for an amount of \$265,000 for a total project cost not to exceed \$1,168,876 for the period through June 30, 2022. The additional funds for FY 2021-22 are included within the proposed First 5 LA Programmatic Budget under MAMA's Visits Home Visiting Program Training and Technical Assistance Support, which will be presented to the Board of Commissioners for approval in June 2021.

BACKGROUND:

The Strategic Partnership with MAMA's Neighborhood was a result of a December 2016 Motion from the Board of Supervisors in LA County that directed entities, including the Office of Child Protection, First 5 LA, Perinatal and Early Childhood Home Visitation Consortium, Children's Data Network, and the LA County Departments of Public Health, Health Services, Mental Health, Public Social Services, Children and Family Services, and Probation to develop a plan to coordinate, enhance, expand, and advocate for high quality home visiting programs to serve more expectant and parenting families. The Department of Health Services (DHS) received approval to expand their MAMA's Neighborhood program to include home visitation. MAMA's Neighborhood is the local name for the "Strong Start for Mothers and Newborns" initiative created by the U.S. Department of Health and Human Services to reduce preterm births and improve outcomes for newborns and pregnant women. The program provides prenatal care and comprehensive healthcare services in six Los Angeles neighborhoods, and links prenatal clients with services in their community, such as mental health/stress, substance use, housing, parenting education and places for healthy food. The expansion of MAMA's Neighborhood has enhanced their system of care with implementation of a comprehensive, evidence-based, screening tool at prenatal care intake; intensive case management through home visitation and patient-centered care planning based on risk scoring; and explicit use of community-based services for treatment of identified risks. The expansion allowed MAMA's to provide follow up to mothers into the postpartum period and utilize home visiting as a strategy to extend the reach of the program and provide services to mothers ineligible for other home visiting programs.

With First 5 LA's support, Dignity Community Care community benefit program, LA Best Babies Network (LABBN), embedded the Family Strengthening Framework principles into the training of home visitors of MAMA's Neighborhood program. Since 2013, LABBN has served as First 5 LA's Family Strengthening Oversight Entity, leading the programmatic oversight, technical assistance, training of home visitation staff and provision of database support for the First 5 LA funded home visitation programs: Welcome Baby, Parents As Teachers (PAT) and Healthy Families America (HFA) programs. As Welcome Baby expanded from one site to a total of fourteen and PAT and HFA were implemented across twenty-one sites, LABBN has led comprehensive Family Strengthening Network cohort trainings of over 150 hours twice a year, training over 500 home visitors in the past eight years as a part of the Network. The training consists of 22 topics ranging from critical home visitor skills such as motivational interviewing and a foundational training on reflective practice to knowledge on: bonding and attachment; developmental milestones; preventive care; brain development and early infant development; cultural competency; and trauma informed care.

On April 12, 2018 the Board approved the Strategic Partnership with Dignity Community Care in the amount of \$339,288 to support the Department of Health Services' MAMA's Neighborhood Program, and embed the core principles and strategies of the Family Strengthening Framework into the program's

training and materials. On June 13, 2019 the Board approved an amendment to the Strategic Partnership with Dignity Community Care in the amount of \$265,002 for a total project cost of \$604,290 to continue provision of LABBN's training and support. On September 10, 2020 the Board approved an amendment to the Strategic Partnership with Dignity Community Care in the amount of \$265,000 through June 30, 2021 for a total not to exceed of \$903,876. The Strategic Partnership has allowed LABBN to provide the MAMA's Neighborhood program with the Family Strengthening Framework and Training utilized by First 5 LA's home visiting programs. Since April 2019, LABBN has trained over 130 home visitors from MAMA's Neighborhood and provided program materials for over 300 enrolled clients, including: the Welcome Baby book; boppy nursing pillow; healthcare safety kit; First 5 California Parent Kit; and developmental toys. Finally, LABBN coordinated monthly Group Reflective Practice mentoring for MAMA's social work staff. Reflective practice is a crucial best practice to more effectively engage parents and support and retain home visitation staff.

The Strategic Partnership with MAMA's Neighborhood has helped advance the First 5 LA Strategic Plan system building goals to support the development and expansion of universal system of voluntary home visiting building up the existing infrastructure. The training provided to MAMA's Neighborhood's workforce has enhanced the preparation of the workforce and quality of services provided. The training embeds the core principles and strategies of the Family Strengthening Framework, which promotes principles such as: valuing the science that promotes the practices that enhance the brain and the development of children; healthy and secure attachments with a consistent and loving caregiver; and the development and application of skills by home visiting staff to support their work with families within a strength-based, client-centered approach. Additionally, DHS has coordinated with other programs to engage families prenatally, and elevated lessons learned and new that help inform County efforts to coordinate and expand access to services. The continued partnership will further enhance and deepen the training and preparation of MAMA's Neighborhood workforce. The ongoing support will incorporate new topics and skills in alignment with the Family Strengthening principles and technical training needs.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an amendment of the Strategic Partnership for an amount not to exceed \$1,168,875 through June 30, 2022 to comply with this policy.

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

Sustainability Plan: Through Whole Person Care MAMA's visits, DHS seeks to continue addressing the priority identified by the Board of Supervisors Home Visitation Motion to improve home visitation services in the County. DHS funding for the expansion of MAMA's Neighborhood continues until 2024 and provides DHS with the opportunity to learn how home visiting impacts their population. DHS will continue to build their program infrastructure, which will allow First 5 LA to decrease and ramp down its investment at the end of FY 21-22.

Leveraged Resources: The proposed Strategic Partnership between First 5 LA and Dignity Community Care represents a partnership to continue leveraging the existing infrastructure of LABBN's Family Strengthening Trainings and expertise. This includes leveraging of existing LABBN personnel, leading to a cost neutral effect in personnel as this cost category would continue to be covered fully but under two contracts instead of one. Finally, by combining resources First 5 LA can ensure administrative efficiency as DPH continues to build the capacity of their workforce and a family strengthening approach based on best practices.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

- The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

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

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

The continuation of the Strategic Partnership provides a demonstrated level of ability or expertise that is only available in the community through the Strategic Partnership. The partnership will allow for the ongoing incorporation of best practices into the MAMA's Neighborhood program, including the Family Strengthening Framework and Training utilized by First 5 LA's home visiting programs. LABBN, its community benefits program, Dignity Community Care has continued to implement the Family Strengthening Network cohort trainings for over six years. LABBN works with a cadre of trainers across a span of critical content and skill areas specifically needed by home visitors. These trainers are familiarized with and have embedded the Family Strengthening Framework into their trainings.

LABBN has provided the Family Strengthening Network cohort trainings for over eight years. As a Strategic Partner, LABBN brings extensive experience in perinatal and maternal health, as well as the provision of technical assistance for home visitation staff working directly with pregnant and parenting families. The Department of Health Service's MAMA's Neighborhood began implementation of their expansion in Spring 2018 and continues to strengthen their workforce development efforts. LABBN can continue needed trainings and provision of materials given their existing infrastructure and experience. There are no other organizations in LA County that provide the depth and breadth of training utilizing the Family Strengthening Framework specific for home visitation staff working with families.

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

A key strategy of First 5 LA's 2020-2028 Strategic Plan is to strengthen public and community systems. It aims to ensure families have the resources, opportunities and relationships to optimize their child's development. The Strategic Partnership supports MAMA's Neighborhood program, an early prevention effort, to be more family-centered and child-focused. The Family Strengthening Framework provides critical support for staff working directly with families to better achieve desired outcomes. The proposed Strategic Partnership is aligned with the Strategic Plan because it exemplifies our intentional efforts to strategically partner with others to maximize our impact on young children across Los Angeles County.

NEXT STEPS:

Staff anticipates returning to the Board for action on the amended Strategic Partnership and seek authority to execute a contract at the June Board Meeting.

FIRST 5 LA

SUBJECT:

Amend Four Strategic Partnerships to support First 5 LA's Kindergarten Readiness Assessment strategy: Amend a Strategic Partnership with Pomona Unified School District for an amount not to exceed \$75,000 through June 30, 2022 for a total project cost not to exceed \$319,481; Amend a Strategic Partnership with Connections for Children for an amount not to exceed \$32,500 through June 30, 2022 for a total project cost not to exceed \$198,511; Amend a Strategic Partnership with the City of Pasadena for an amount not to exceed \$32,500 through June 30, 2022 for a total project cost not to exceed \$209,807; Amend a Strategic Partnership with The Regents of the University of California for an amount not to exceed \$700,000 through June 30, 2022 for a total project cost not to exceed \$3,000,000.

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the May 27, 2021 Special Commission/Program and Planning Committee Meeting. First 5 LA staff recommends that at the June 10, 2021 Commission meeting, the Board approves the following:

- Amend a Strategic Partnership with Pomona Unified School District for an amount not to exceed \$75,000 through June 30, 2022 for a total project cost not to exceed \$319,481;
- Amend a Strategic Partnership with Connections for Children for an amount not to exceed \$32,500 through June 30, 2022 for a total project cost not to exceed \$198,511;
- Amend a Strategic Partnership with the City of Pasadena for an amount not to exceed \$32,500 through June 30, 2022 for a total project cost not to exceed \$209,807.
- Amend a Strategic Partnership with The Regents of the University of California for an amount not to exceed \$700,000 through June 30, 2022 for a total project cost not to exceed \$3,000,000.

Funds for FY 2021-2022 are included within the proposed First 5 LA Programmatic Budget under Kindergarten Readiness Assessment, which will be presented to the Board of Commissioners for approval in June 2021.

BACKGROUND:

Kindergarten Readiness Assessment (KRA)

In November 2019, the board approved the 2020-2028 Strategic Plan. This strategic plan reaffirms First 5 LA's commitment to expanding a population-level measurement of school readiness in support of systems level change. In particular, First 5 LA is prioritizing expansion in Best Start geographies and ensuring data collected is used in community decision making.

In 2020, the Board approved funding to continue First 5 LA's KRA initiative, which was originally approved in 2017. This included funds for partners in the non-Best Start Geography communities of Pomona, Santa Monica, and Pasadena. The original intention was for these funds to support the non-Best Start Geographies in a final phase of First 5 LA supported Kindergarten readiness data collection. However, due to the impact of the COVID19 pandemic and the long-term closure of schools, the grantees in each community were not able to execute the activities as originally planned. These impacted strategies included Early Development Instrument (EDI) data collection and data dissemination activities.

Since the Board approved First 5 LA's KRA initiative in 2017, school readiness data has been collected on 21,724 students from nine different districts/communities using the EDI. The EDI is a population-level tool which provides insight into young children's readiness for school, as well as highlights

population wide vulnerabilities in five development areas including: social competence, emotional maturity, language and cognitive skills, communication skills, and physical health and well-being. The EDI measures a student's school readiness three to eight months after kindergarten entry. The instrument is a reflection tool administered by kindergarten teachers. Once data is collected, school districts in partnership with a local community agency will engage teachers, community members and other stakeholders in understanding the results and developing strategies for targeted improvement. Objectives of the strategy are also to strengthen the capacity of school districts and community agency staff to utilize the EDI to support policy and systems change and to build the capacity of community stakeholders to utilize EDI data to advance and inform community action.

The Board previously approved amendments to each of these strategic partnerships:

- On September 9, 2020 the Board approved the amendment to the Strategic Partnership with Pomona Unified School District through June 30, 2021 for a total not to exceed \$22,846,612.
- On June 11, 2020 the Board approved the amendment to the Strategic Partnership with City of Pasadena in the amount of \$32,500 through June 20, 2021.
- On June 11, 2020 the Board approved the amendment to the Strategic Partnership with Connections for Children in the amount of \$32,500 through June 20, 2021
- On June 11, 2020 the Board approved the amendment to the Strategic Partnership with The Regents of the University of California in the amount of \$700,00 through June 20, 2021.

Amending these strategic partnerships will allow these communities, in partnership with community stakeholders, to participate in a final round of data collection and/or support community action. As EDI is typically collected every three years, data collected will deepen these communities' understanding of child wellbeing by providing opportunities to compare data and outcomes across the last three years. These amendments will also ensure appropriate time, funding, and support to sunset non-Best Start partnerships, which was not possible during the COVID-19 pandemic. Activities for the sunset phase of these partnerships may include: 1) EDI data collection; 2) sharing EDI data with local stakeholders; 3) developing and implementing local action plans with community and municipal stakeholders; 4) exploring avenues to sustain the work of the KRA initiative after First 5 LA funding.

The Regents of the University of California will provide individualized coaching and technical assistance to all participating districts and communities. The Regents of the University of California will also produce data analytics and reporting on collected student data. For FY 21-22, The Regents of the University of California will continue to be responsible for the following scope of services to support the KRA initiative in Best Start and non-Best Start geographies: 1) EDI community outreach for emerging districts; 2) EDI data analysis and reporting; 3) individual district and community coaching; 4) facilitate the regional shared learning network for Los Angeles County; 5) develop best practices for engagement with diverse stakeholders; 6) convene stakeholders to develop guidance for administering and interpreting the EDI with target populations like Dual Language Learners.

Pursuant to the Procurement Policy, Strategic Partnerships of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting amendment of a Strategic Partnerships with Pomona Unified School District, the City of Pasadena, Connections for Children, and The Regents of the University of California to comply with this policy.

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

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

Sustainability – Without population-level school readiness data, communities, school districts, policy makers and politicians have limited means to evaluate the impact of interventions over time to improve child wellbeing and understand whether the services and resources they provide for young children and their families are meeting community needs. By using EDI data, school districts and communities

can identify areas that need to be strengthened to aid young children in their growth and development. The EDI data and its requisite analyses serve as a critical tool in ensuring that the proper resources and services are utilized and/or established. Additionally, EDI data can be utilized to advocate for additional early care and education resources for school districts and municipalities. While the EDI data collection requires initial funding from First 5 LA, it is expected that school districts and communities will begin to recognize that the EDI is a cost-effective tool, that when invested in, supports local decision-making and effectively informs local policy making, including priorities set through the Local Control Action Plan (LCAP) for districts. Further, First 5 LA's demonstrated support of a population-level school readiness measurement system in LA County has the potential to serve as a catalyst to attract other First 5 Commissions and funders interested in leveraging resources to advance a statewide school readiness data system.

Leveraged Resources – Strategic Partnerships with PUSD, City of Pasadena, Connections for Children, and The Regents of the University of California will leverage several resources including:

- Utilization of the existing expertise of school districts and communities that have already implemented the EDI and are at the point of data utilization and collecting new EDI data.
- In-kind support of school districts
- Access to the Early Developmental Instrument (EDI) as a tool to support the KRA work in Los Angeles County. The Regents of the University of California is the only licensed entity with access to the EDI in the United States.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

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

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

First 5 LA's population-level school readiness strategy involves supporting the collection and use of data using the EDI. Given that the EDI can only be completed by kindergarten teachers, the successful implementation of this project is dependent upon the involvement of school districts (Pomona Unified School District) or a local agency that has previously worked with a school district to collect and share EDI data (City of Pasadena, Connections for Children). In each of the proposed Strategic Partnerships, the proposed school district or local agency is the only entity within the community that has the capacity and authority to collect data from kindergarten teachers.

In the case of proposed strategic partnership with The Regents of the University of California, the UCLA Center for Healthier Children, Families and Communities is licensed by the Canadian Publishers of the Early Development Instrument (EDI) at McMaster University, Offord Centre for Child Studies to sublicense the EDI and provide technical support to organizations in the United States. The Regents of the University of California run the EDI national support network for local communities participating in the EDI by providing the technical assistance, licensed training materials, online EDI software used by teachers to complete the EDIs, data analytics and visualization. As such, The Regents of the University of California is the only entity within the community that has the capacity and authority to provide, collect and analyze EDI data and to provide technical assistance to participating agencies.

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

The proposed amendments to Strategic Partnerships are aligned with Strategic Priority #2 and Strategic Priority #3 of the 2020-2028 Strategic Plan. EDI data allows First 5 LA to advance and build upon community experience. School readiness data supports stakeholders and community partners to connect, maximize and coordinate public resources, and build local assets and relationships. The EDI informs community planning, activates partners, spurs innovation, and promotes advocacy for improved learning environments for children. Additionally, EDI data expands First 5 LA's influence and impact. The amended Strategic Partnerships with support ongoing utility of EDI and the data collected by these partners will inform our work, demonstrate progress, build public will, and help to strengthen our advocacy role.

NEXT STEPS:

Staff anticipates returning to the Board for action on the amended Strategic Partnerships. Additionally, per section IV.5 of the Procurement Policy which states contracts of \$75,000 or more require Board approval prior to execution, staff will also seek authority to execute a contract with The Regents of the University of California for an amount not to exceed \$700,000 through June 30, 2022 at the June Board Meeting.

FIRST 5 LA

SUBJECT:

Amend a Strategic Partnership with California Community Foundation in the Amount of \$150,000 for a Total Project Cost of \$501, 282.05 to advance the Bold Vision Equity 2028 Fund through June 30, 2022

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the May 27, 2021 Program and Planning Committee Meeting. First 5 LA staff recommends that at the June 10, 2022 Commission meeting, the Board approve an additional \$150,000 with a 12-month extension to the existing Strategic Partnership with California Community Foundation (CCF), lead agency of the Bold Vision Equity 2028 Fund, for a total project cost of \$501,282.05 through June 2022. This amount includes an administrative fee of 2.5%. Funds for FY 2021-22 are included in the Draft FY 2021-22 First 5 LA Budget under Bold Vision, which will be brought to the Board of Commissioners for approval in June 2021. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

The Bold Vision 2028 initiative addresses the root causes of persistent social problems in Los Angeles County, such as juvenile justice, homelessness, poor educational opportunities and outcomes for children, and large disparities in health outcomes. The 2028 hosting of the Olympic and ParaOlympic Games in L.A. inspired private and public sector leaders to leverage this historic moment and do something bold that results in dramatic, lasting change in communities across the County. The project will address systems change through an equity lens, inclusive economic growth, systems effectiveness, civic engagement and community organizing with an overall cradle to career orientation. Bold Vision leads first with community engagement, gathering together children and families of color with lived experience, experts, practitioners, nonprofit and community leaders to address the changes needed to improve the wellbeing of LA County's most vulnerable residents.

Since the Bold Vision launch in 2018, several subject area tables have been meeting focused on education, housing and healthy built environment, youth power, and children and families impacted by the child welfare and juvenile justice systems. Bold Vision also explored cross-cutting issues like health equity, immigration and issues faced by LGBT+ and those with disabilities. With staffing support from the Advancement Project of California, the community engagement concluded recently with a final report and set of policy recommendations which will be released soon. Several recommendations focus on expanded access and funding for early childhood education and home visiting services. The Bold Vision community engagement work informed several policy recommendations of the Committee for Greater LA's No Going Back report. These initiatives will continue to work in tandem with complementary policy strategies and recommendations.

The Board previously approved a Strategic Partnership with California Community Foundation to execute the Bold Vision 2028 initiative in December 2018 for \$51,282.05 for a period of six months through June 2019. This amount also reflected a small administrative fee from California Community Foundation. The Board approved subsequent, one-year amendments to the Strategic Partnership for \$150,000 in June 2020 and an additional \$150,000 in June 2021. If the Board approves this amendment, the total project cost for Bold Vision 2028 will be \$501,282.05.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an amendment of a Strategic Partnership for an amount not to exceed \$150,000 to comply with this policy.

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

The Bold Vision Equity 2028 Fund initially began with support from the philanthropic sector totaling \$500,000. These organizations include California Community Foundation, the Weingart Foundation, the Blue Shield Foundation, the California Endowment, the Annenberg Foundation, Liberty Hill Foundation, and Ballmer Group. Leaders from each organization regularly attend governance meetings and are committed to a comprehensive community engagement process that yields meaningful recommendations, housed in the County Chief Executive Office, is engaged in Bold Vision discussions and serves as a conduit to elected officials and County Department directors.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

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

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

First 5 LA joined Bold Vision 2028 in its formative planning stage which gave us the opportunity to provide critical input on how to incorporate the needs of children prenatal to five, as well as their families, into this work. Since its inception, Bold Vision has undertaken an expansive community engagement process throughout LA County resulting in a broad community-based infrastructure to create transformative policy and systems change. As Bold Vision enters its next phase, First 5 LA will continue to elevate early childhood as a critical demographic with the highest return on investment. In addition, we will be leveraging resources from other funders, including the following amounts thus far committed: \$525,000 from The Weingart Foundation, \$500,000 from The California Endowment, \$125,000 from The Blue Shield Foundation of California, \$200,000 from The California Community Foundation, \$75,000 from The Conrad N. Hilton Foundation and several other prospects have been identified including the Mayor's Office and Los Angeles County. For these reasons, the Strategic Partnership provides an excellent opportunity to continue leveraging First 5 LA funds to produce additional funding for the Bold Vision Equity 2028 Fund.

Bold Vision 2028 is aligned with the First 5 LA 2020-2028 Strategic Plan because it directly advances First 5 LA's Four Results for Children and Families and employs three of our strategic priorities: strengthen

public and community systems, advance and build on community experience, and expand influence and impact with data. Bold Vision 2028 focuses on improving outcomes for families and youth of color living in Los Angeles County and engages many communities that overlap with the Best Start Communities. The forthcoming Bold Vision framework report advances several First 5 LA short term markers of progress calling for expanded access and funding for early childhood education and home visiting services. 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. This is one of LA County's largest and most robust philanthropic endeavors and emphasizes the importance of young children to a thriving region.

NEXT STEPS:

Staff anticipates returning to the Board for action on the amendment to this Strategic Partnership and seeking authority to execute a contract at the June Board Meeting.

FIRST 5 LA

SUBJECT:

Amendment of the Strategic Partnership with the First 5 Association of California in the amount of \$3,920,000 for a total estimated project amount not to exceed \$6,377,000 through June 30, 2028 for statewide Policy, Communications, and Systems Change coordination.

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the May 27th, 2021 Program and Planning Committee meeting. First 5 LA staff recommends that at the June 10th, 2021 Commission meeting, the Board approve the amendment of a Strategic Partnership with the First 5 Association of California for a total amount not to exceed \$3.92 million through June 30, 2028. It is anticipated that the amount of \$700,000 will be contributed to First 5 Association of California for the initial 12 month period, July 1, 2021 through June 30, 2022. First 5 LA asserts its commitment to the First 5 Association with this Strategic Partnership and will continue for up to 7 years. A multi-year commitment will provide important stability for the Association, support strategic plan implementation, help attract other funders and support critical work aligned with First 5 LA's strategic plan. This strategic partnership plans a 20% reduction in support over the 7 years. First 5 LA will assess its financial contributions to the First 5 Association on a yearly basis to align to First 5 LA's 2020-2028 strategic plan and financial realities. Funds for FY 2021-2022 are included within the proposed First 5 LA Programmatic Budget under Strategic Plan Advocacy Strategies which will be presented to the Board of Commissioners for approval in June 2021.

BACKGROUND:

The First 5 Association of California ("Association") was established in 2001 by the 58 county First 5 commissions to provide technical assistance, represent the interests of local commissions with key statewide partners, and promote policies that benefit local First 5 commissions and children 0-5 throughout California. First 5 LA is a founding member of the Association, pays annual dues to the Association, and is represented on various Association committees including the Executive, Advocacy, Communications, and Research committees.

First 5 LA entered the Strategic Partnership for the Master Agreement with the Association from August 16, 2017 through June 30, 2021, which was funded from the budgets of the Public Policy and Government Affairs Department, the Communications Department and the Health Systems Department. This memo seeks to amend that Strategic Partnership, however funding will now be centralized under the Office of Government Affairs and Public Policy.

As First 5 LA continues increasing its focus on partnership, policy and systems change, it strategically and collectively coordinates work with other local First 5 Commissions and the Association. First 5 LA staff recommends the Board approves amending the existing Strategic Partnership with the Association to continue helping fund various statewide Association activities in alignment with First 5 LA's strategic objectives that our support of, collaboration with, and membership in the Association can accomplish.

First 5 LA anticipates funding in FY 2021-2022 will partially fund the salary and benefits of an Association Policy Director, the Association's contract with Open Impact to fund strategic planning activities, the Association's coordination of First 5 Network policy alignment activities, and emerging opportunities to advance First 5 priority policies. Proposed FY 2021-2022 resources will also support strategic communications efforts to further the First 5 Network development and strategic plan priorities.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting amending the Strategic Partnership for an amount not to exceed \$3.92 million through June 30, 2028 to comply with this policy.

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

First 5 LA's contributions to the Association are leveraged because they help attract contributions by all 58 local commissions, who contribute to the Association's policy, communications, and program activities. As more First 5s contribute and the Association receives more philanthropic support, First 5 LA's contributions will decrease to a lower level. In addition, First 5 LA's investments in the Association are critical to protecting First 5 LA's revenues. For example, the Association was critical to ensuring that a portion of new tobacco tax revenues approved by California voters in 2016 were directed toward County First 5 commissions and is leading coordination on e-cigarette tax proposals for the inclusion of First 5s and state budget proposals to support First 5s. In June 2020, because of the Association's leadership and coordination of First 5s, the administration deferred a nicotine based Vaping Tax proposal that First 5s were originally excluded from, to later allow for inclusive stakeholder engagement and process around policy implications, and to ensure respect for the voter-approved disbursement structure established by Proposition 56. The Association leads the First 5 network sustainability efforts and will continue to pursue existing proposals and future proposals that include First 5s.

JUSTIFICATION:

As described in the memo, this Strategic Partnership meets the criteria below:

- The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

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

The First 5 Association is the sole entity responsible for representing the collective interests of all 58 county First 5 commissions in California, including First 5 LA.

The Association plays a critical role in bringing core investments to scale and helping leverage lessons learned from across the state for application in both LA County and state policy discussions.

The Association also plays a critical role in coordinating a single, collective First 5 advocacy voice in Sacramento and Washington, D.C. Rather than having various local commissions engage in independent advocacy work around similar issues, the Association helps create coordinated policy agendas, aligned messaging, integrated partnerships with external organizations, and coordinated communications strategies to advance policy goals.

By partnering with the Association, First 5 LA is able to continue to:

- Leverage funds deployed by other local First 5 Commissions and First 5 California

- Support the only organization with the capacity and expertise to represent the unique perspectives of all local First 5 commissions in California, including First 5 LA
- Support the Association's leading effort to explore the development of a First 5 network strategy to unite and strengthen First 5s and inform the early childhood development field in California to advance more funding and greater impact
- Gain access to relationships and networks unique to the Association which benefit First 5 LA
- Support the Association's statewide policy and advocacy efforts that align with and reinforce First 5 LA's policy agenda
- Optimize First 5 LA's effectiveness and advance progress towards First 5 LA's four results for children and families through our coordination
- Support the Association in making strategic investments, including the development of the Association's strategic plan for the first time which will further develop the network and reduce the need this level of support in the future.

Overall, this Strategic Partnership aligns with First 5 LA's 2020-2028 Strategic Plan as it will allow us to strengthen our role as an advocate, funder, convener, collaborator and catalyst to achieve our North Star.

NEXT STEPS

Staff anticipates returning to the Board for action on the amended Strategic Partnership and seek authority to execute a contract at the June 10th, 2021 Board Meeting.