

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Thursday, June 10, 2021

1:30 PM Click [HERE](#) for public Zoom and Dial-In Info

Meeting Location:

First 5 LA

750 N. Alameda Street

Los Angeles, CA 90012

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

1. **ACTION**
Call to Order / Roll Call
2. **ACTION**
Consent
 - A. Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, May 13, 2021 4
 - B. Approve the Monthly Financial Statements for the Month Ending April 30, 2021 77
 - C. Contracts: Approve 43 Renewals and Two Amendments and Authorize First 5 LA Staff to Complete Final Contract Execution Upon Approval from the Board 83
 - D. Approve Amendments to Four Strategic Partnerships to support First 5 LA's Kindergarten Readiness Assessment strategy: 113
 - 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

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COMMISSIONERS

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

EX OFFICIO MEMBERS

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

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

- 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 and Authorize First 5 LA Staff to Execute an Agreement for an Amount not to Exceed \$700,000 with The Regents of the University of California
- E. Approve Amendment of the Strategic Partnership with Dignity Community Care for an Amount not to exceed \$265,000, for a total project cost not to exceed \$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 through June 30, 2022 and authorize First 5 LA Staff to Execute a Contract for an amount not to exceed \$265,000 117
- F. Approve Amendment of 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 and authorize First 5 LA Staff to Execute a Contract amendment of \$150,000 121
- G. Approve Amendment of the Strategic Partnership with the First 5 Association of California in the Amount of \$700,000 for a Total Estimated Project Amount not to Exceed \$3,920,000 through June 30, 2028 for Statewide Policy, Communications, and Systems Change Coordination 124
3. **INFORMATION**
Remarks by the Commission Chair of the Board
4. **INFORMATION** 127
Executive Director's Report
5. Strategic Plan Review & Budget Adoption
- A. **INFORMATION** 149
Public Hearing: Review of Strategic Plan
- B. **ACTION** 150
Approve the Long-Term Financial Plan
5.C. **ACTION**
Approve Resolution 2021-04 for the Final Proposed FY 2021-22 Budget
- Presenters:** Daisy Lopez, Manager, Financial Planning and Analysis and Raoul Ortega, Director of Finance
6. **ACTION**
Authorize First 5 LA Executive Vice President to Execute Agreements to

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Accept Reimbursement Funding from Promise Blue Shield and Other Health Plans for Home Visiting Services **(Written Only)**

7. **Break**

8. **INFORMATION**

420

Award the Design-Build Contract for the Capital Improvement Plan (CIP) for Phase 1 to Dewberry Design-Builders, Inc in the Amount of \$3,050,631.80 and Find that Capital Improvement Plan (CIP) Project is Categorically Exempt from Review Under the Requirements of the California Environmental Quality Act ("CEQA")

9. **INFORMATION**

Public Comment (for items not on the agenda)

10. **ACTION**

Adjournment



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SUMMARY ACTION MINUTES

FIRST 5 LA
May 13, 2021

Meeting of the Board of Commissioners (VIRTUAL)
1:30-3:30 pm

COMMISSIONER PRESENT

Commissioners:

Judy Abdo (Vice Chair)
Astrid Heger
Sheila Kuehl (Chair)
Yvette Martinez
Frank Ramos
Jonathan Sherin
Romalis Taylor
Marlene Zepeda

Ex-Officio Commissioners:

Jacquelyn McCroskey
Karla Pleitez Howell
Deanne Tilton
Keesha Woods

COMMISSIONERS ABSENT:

Bobby Cagle [Excused]
Barbara Ferrer [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

LEGAL COUNSEL:

Craig Steele, Attorney-at-Law

CALL TO ORDER / ROLL CALL: (Item 1)

1. Commission Chair Kuehl called the meeting to order at 1:36 pm. Quorum was present.

COMMISSION: (Items 2– 10)

2. Consent
 - A. Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, April 8, 2021
 - B. Approve the Monthly Financial Statements for the Month Ending March 31, 2021
 - C. Contracts: Approve One Renewal and One Amendment and Authorize Staff to Complete Final Execution of the Agreements upon Approval from the Board
 - D. Request to Authorize Disposition of Eligible Records

M/S (Marlene Zepeda/Judy Abdo)

Roll Call:

Judy Abdo – Aye
Astrid Heger – Aye
Sheila Kuehl – Aye
Frank Ramos – Aye
Jonathan Sherin – Aye
Romalis Taylor – Aye
Marlene Zepeda – Aye

THE ITEMS WERE APPROVED

3. **Remarks by the Commission Chair**

SUMMARY ACTION MINUTES
MEETING OF THE BOARD OF COMMISSIONERS (VIRTUAL)

May 13, 2021
1:30-3:30 pm
Page 1 of 3

SUMMARY ACTION MINUTES

4. Executive Director's Report

5. Emergency Ratification Actions Due to the COVID-19 Pandemic (Written Only)

- Approve Board Resolution #2021-03
M/S (Astrid Heger/Judy Abdo)

Roll Call:

Judy Abdo – Aye
Astrid Heger – Aye
Sheila Kuehl – Aye
Frank Ramos – Aye
Jonathan Sherin – Aye
Romalis Taylor – Aye
Marlene Zepeda – Aye

THE ITEM WAS APPROVED

6. Optimizing Our Effectiveness: Presenting Draft Proposed FY 2021-22 Budget and Long-Term Financial Plan

Following various touchpoints with the Budget & Finance and Executive Committees, the Finance team (Daisy Lopez and Raoul Ortega) presented First 5 LA's proposed budget for FY 2021-22.

The proposed budget is the product of the First 5 LA team leaning into new ways of working together to achieve greater impact. In so doing, the team's budget draft reflects some important changes, including:

- Tighter alignment of requested resources to the refined strategic plan and strategic priorities.
- More intentional alignment of work across the organization
- 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 individual Center/Team/Office overviews providing rich 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.

SUMMARY ACTION MINUTES

7. Break

8. Learnings from the Discussions on Best Start Regions

The Communities team highlighted key takeaways from stories shared by First 5 LA's grantee partners. They emphasized how First 5 LA's work is guided by our four Strategic Priorities and acknowledged that we cannot achieve results on our own. In looking forward, the team shared how First 5 LA will make continued contributions toward the Strategic Priorities, committing to:

- Increase internal coordination of First 5 LA investments and efforts by actively engaging across Teams and Offices as one strategy leading to stronger integration;
- Position parents/residents to shape and lead networks dedicated to systems change with the Best Start Learning Agenda helping us establish proof of concept;
- Activate a series of learning dialogues and a possible future cross-regional convening focusing on exploring data from the Impact Framework and Advancement Project California (APCA) Data Narrative with stakeholders; and
- Deepen our understanding of our multi-layered role as a funder, catalyst, and convener in these systems change efforts through the Best Start Learning Agenda.

9. Public Hearing: Receive and File First 5 CA's Annual Report

To ensure transparency and accountability across the state, Proposition 10 imposes certain annual procedural requirements on each county commission as a condition of receiving Proposition 10 tobacco tax funds. Those procedural conditions include the requirement that the Board hold public hearings at least annually to review First 5 California's Annual Report, First 5 LA's Strategic Plan, and First 5 LA's annual audit. This public hearing, led by Agnieszka Rykaczewska from the Office of Data for Action, is intended to comply with the first item of the annual requirements outlined in the Proposition 10 legislation. The report was received and filed.

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

Public comments received on May 13 by 1:30 pm were read aloud.

ADJOURNMENT:

The Commission adjourned at 3:22 pm.

NEXT MEETING:

The next Commission meeting will take place on Thursday, June 10, 2021 at 1:30 pm.

VIRTUAL BOARD MEETING

Meeting details will be posted per Brown Act Requirements

Meeting minutes were recorded by Linda Vo, Board Relations Manager

MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, May 13, 2021

750 North Alameda Street, First Floor

Los Angeles, California 90012

STENOGRAPHICALLY REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

Thursday, May 13, 2021; Los Angeles, California

1:33 p.m.

-oOo-

SUPERVISOR KUEHL: So let us then call this meeting to order. I order us to be in order.

Ms. Vo, please call the roll.

THE SECRETARY: Thank you so much.

Judy Abdo.

COMMISSIONER ABDO: Here.

THE SECRETARY: Linda Aragon.

Astrid Heger.

COMMISSIONER HEGER: Here.

THE SECRETARY: Yvette Martinez.

Frank Ramos.

COMMISSIONER RAMOS: Here.

THE SECRETARY: Jonathan Sherin.

Romalis Taylor.

COMMISSIONER TAYLOR: Here.

THE SECRETARY: Marlene Zepeda.

COMMISSIONER ZEPEDA: Here.

THE SECRETARY: Carla Pleitez Howell.

COMMISSIONER PLEITEZ HOWELL: Here.

THE SECRETARY: Jacquelyn McCroskey.

COMMISSIONER McCROSKEY: Here.

THE SECRETARY: Deanne Tilton.

1 Keesha Woods.

2 COMMISSIONER WOODS: Here.

3 THE SECRETARY: Sheila Kuehl.

4 SUPERVISOR KUEHL: Here.

5 THE SECRETARY: Quorum is present.

6 SUPERVISOR KUEHL: All right. Thank you so much.

7 Now, Ms. Vo, would you please read the ground
8 rules for the meeting?

9 THE SECRETARY: Will do. Thank you so much. And
10 good afternoon, Honorable Chair and members of the board
11 and public. I'm Linda Vo with First 5 LA. And before we
12 do begin today's meeting, I will be covering some
13 important information.

14 Pursuant to Governor Newsom's executive order
15 N-25-20, members of the First 5 LA board of commissioners
16 or any staff may participate in this meeting via
17 teleconference. In the interest of maintaining
18 appropriate social distancing, members of the public may
19 observe this meeting telephonically or otherwise
20 electronically e as posted on our website and this agenda.

21 To provide public comments, you may submit public
22 comments to e-mail lvo@first5la.org or call (213)
23 276-9389. Please do indicate the item number your comment
24 corresponds with. All public comments corresponding to an
25 agenda item must be received before 1:30 p.m. the day of

1 the meeting. Any received after 1:30 p.m. will become a
2 part of public records. All public comments received
3 prior to 1:30 p.m. today will be read allowed at the end
4 of each item it coincides with.

5 Before we begin today's meeting, please do note
6 the following: Today's meeting will include video, audio
7 allowing all meeting participants and public members to
8 view presentations via shared screen. There will also be
9 translation from English to Spanish available. Please do
10 click on interpretation globe and choose Spanish if you
11 would like to utilize this option.

12 To minimize background disruptions, all board
13 members and staff should place their lines on mute until
14 called upon to speak. And to minimize multiple people
15 speaking at the same time and to ensure for a coherence
16 dialogue, board members will text the chair your name or
17 do use the chat box function on Zoom to message me
18 directly to express interest in speaking and wait to be
19 called upon.

20 With the exception of adjournment, which will be
21 called for by the chair, a formal roll call will be done
22 for all action items. A reminder to all board members to
23 take yourselves off mute prior to roll call.

24 And if any technical assistance is required
25 during the meeting, do contact me at (213) 276-9389, and I

1 will connect you with IT.

2 And with that, I'll now hand us back to our
3 honorable chair.

4 SUPERVISOR KUEHL: Thank you very much. And I
5 hope everyone can follow that and participate.

6 We will move then to Item 2, which is our consent
7 agenda. We have a few things on consent. And I -- as
8 usual, I will first ask if anyone wishes to remove
9 anything from consent?

10 Hearing none.

11 John, do you wish to present anything on Item C
12 on the renewal and the amendment?

13 MS. BELSHE: Actually, Supervisor, Jasmine is now
14 presenting on consent given John's new duties.

15 SUPERVISOR KUEHL: Oh, because John has since
16 become elevated and doesn't do any work. Is that correct?

17 MS. BELSHE: I would hardly say that.

18 SUPERVISOR KUEHL: Of course you would hardly say
19 that, and I wouldn't either. I'm so sorry.

20 MS. BELSHE: No worries. And we don't have
21 anything to present on consent. Thank you for lifting
22 that up.

23 SUPERVISOR KUEHL: Okay. Good. So there's one
24 renewal for approval for consent and one amendment. And
25 then, as you remember, we had the information item on the

1 -- as Kim refers to as the endlessly fascinating story of
2 how we dispose of records. So if there are no questions
3 from the commissioners on consent, I'll seek a motion to
4 approve the consent agenda.

5 COMMISSIONER ZEPEDA: So moved.

6 COMMISSIONER ABDO: Second.

7 SUPERVISOR KUEHL: All right. Moved and
8 seconded.

9 Ms. Vo, please call the roll on the consent
10 agenda.

11 THE SECRETARY: Judy Abdo?

12 COMMISSIONER ABDO: Yes.

13 THE SECRETARY: Linda Argon?

14 Astrid Heger?

15 COMMISSIONER HEGER: Yes.

16 THE SECRETARY: Yvette Martinez?

17 Frank Ramos?

18 COMMISSIONER RAMOS: Yes.

19 THE SECRETARY: Jonathan Sherin?

20 COMMISSIONER SHERIN: Yes.

21 THE SECRETARY: Romalis Taylor?

22 COMMISSIONER TAYLOR: Yes.

23 THE SECRETARY: Marlene Zepeda?

24 COMMISSIONER ZEPEDA: Yes.

25 THE SECRETARY: Sheila Kuehl?

1 SUPERVISOR KUEHL: Yes.

2 THE SECRETARY: Motion passed.

3 SUPERVISOR KUEHL: All right. Consent agenda is
4 adopted.

5 Next, moving to some brief remarks from me.
6 First of all, I know that all of you have heard that we've
7 recently lost two people important to us or those of us
8 who are important to us.

9 First of all, our long-time commissioner Jane
10 Boeckmann passed away pretty late last month. You
11 probably know she was the founding member of the First 5
12 LA commission and was on the board all the way until
13 August of 2018. You know, she was always quiet. And I
14 sort of wondered is Jane going to speak is she going to
15 say anything wondering why she didn't say very much. But
16 when she did, we listened she spoke with passion and
17 compassion and a lot of knowledge particularly on issues
18 related to child abuse and neglect. And you know we all
19 knew about her passion for child welfare. But when I read
20 her obit, given how quiet I always found her at the board,
21 I was totally amazed to read her life story as a licensed
22 pilot, as an auto racer. I mean, a woman really out there
23 in the world. You know, partner in the very successful
24 automobile business, and just all of it.

25 So I wanted to ask if anyone wanted to add

1 anything speaking about Jane. You don't have to. But
2 often people, you know, like to have the opportunity to
3 give any memory or any praise or anything. So you can
4 just speak up if you wish because -- rather than sending
5 me a text, if anyone wishes to.

6 COMMISSIONER ZEPEDA: This is Marlene. When I
7 came on the board, I was very intimidated and I -- Jane
8 was always very gracious with me. And she spoke actually
9 more behind the scenes than she did in front of the
10 scenes, so to speak, but I always appreciated her generous
11 spirit. So I was sad to hear about her passing.

12 SUPERVISOR KUEHL: Thank you.

13 THE SECRETARY: Sheila. If I could echo the
14 comments about Jane. I'm showing my age when I invoke
15 that E.F. Hutton ad of, when E.F. Hutton talks, people
16 list in. And as the supervisor said, when Jane Bachman
17 spoke, the board and staff listened. Listened very
18 carefully. It was a handful of occasions where she was
19 moved by a presentation, by comments, a particular issue.
20 And as the supervisor said, it was typically on matters
21 involving child abuse and neglect. And she spoke with
22 such heart and such commitment and with great emotion.
23 And she was very transparent with that passion and that
24 emotion. And I really was so impressed by her and her
25 presence, her commitment, her longevity, and her

1 leadership. She stepped up and chaired our budget and
2 finance committee for a number of years and did so very,
3 very ably.

4 So very sorry for her family and the broader
5 community for her passing, and appreciate you providing
6 the space for us to say a few words here.

7 SUPERVISOR KUEHL: Absolutely, Kim. I'm always
8 struck by how people remember, you know, various people
9 who go. It's kind of like what they used to say about the
10 blind man and the elephant, where we each know a piece of
11 a person's life and we don't see it all come together
12 until the end. But Judy really made a difference, just
13 one I think that people will be measuring and recognizing
14 more and more as we go along. So she will definitely be
15 missed.

16 Anybody else about Jane?

17 Okay. I want to talk then about Wendy Garen's
18 husband, Arthur Greenwald, who also passed away recently.
19 As you know, Wendy came on when Wendy Smith left from the
20 Children's Commission. And now she's chair of that
21 commission, so Jacquelyn has taken her place. But we
22 served with Wendy for at least a short time.

23 And Arthur -- Arthur was an amazing man. I met
24 him several times over the last decades. He was a
25 successful TV producer and director. And they were very,

1 very generous to a lot of different communities. He was
2 such a creative force, a very, very kind heart.

3 I don't know if any of you knew Arthur
4 personally. Anyone wish to say anything about him? I
5 think we sent our condolences to Wendy for sure.

6 Okay. Well, may they rest in peace or power as
7 -- whichever they prefer.

8 And in terms of my comments today briefly, I --
9 obviously, I've been thinking a lot about our -- the
10 possibility of our coming to the end of the pandemic,
11 whatever that's going to look like. Not perfectly short
12 time. But we're cautiously re-emerging from the pandemic.
13 So I think it makes sense at this meeting to take a minute
14 and, I don't know, maybe even congratulate ourselves a
15 little bit as a board, celebrate what we did right, how we
16 stepped up, definitely how Kim and our magnificent staff
17 stepped up.

18 First 5 aggressively and gently defended our
19 youngest clients and their families over these past 14
20 months even more than before. We're figuring out how to
21 pivot, figuring out how to continue, figuring out how to
22 serve.

23 And so as we begin to embrace the freedom that
24 comes with the being vaccinated -- I mean, I just feel so
25 much safer, maybe even anticipate a mask free or mask --

1 less mask instead of maskless way of life, gleefully greet
2 friends, dare I say, giving hugs. I hope -- I hope that
3 we will take a moment to feel sort of the gratitude for
4 the many ways in which Kim and our staff stepped up, and
5 many of us I think in our own lives and work.

6 Kim, you were the first organization to start
7 work from home right away. Pretty nimbly making
8 arrangements for your staff to work remotely, figuring it
9 out. The board then granted emergency authority to
10 continue that work without disruption. And the team at
11 First 5, although I know it didn't feel this way, but it
12 looked like barely missed a beat. You know, literally
13 keeping their collective eyes on the north star while
14 working on some pretty significant changes too
15 organizationally.

16 So I want to praise you all and thank you -- I
17 mean, it ain't over yet, but -- for the dedication, for
18 the creative thinking and really for the courage to make
19 it work in such -- so many different ways.

20 I think we're all being asked what did you learn.
21 What do you -- are you going to carry with you, you know,
22 going forward. And lot of people talk about process, but
23 I really want to talk about sort of spirit. I honestly
24 did not understand how incredibly important the
25 connections I had were. To just my everyday, life my

1 ability to work and think and be inspired. Yes, I love
2 Zoom and all those things -- well, I don't love them, but
3 I certainly appreciate them, and -- and yet, something was
4 missing and I -- I learned that. And I, you know, even
5 would be able to appreciate staff meetings -- who would
6 have thought -- just to see everybody's face again.

7 How much we take for granted our ability to see
8 family or just to hop in a car or on a plane and, you
9 know, make that visit. I don't think I'll take these
10 things for granted ever again. These are deep-seated
11 lessons.

12 I also learned -- and it's funny to say because
13 I've been working in government since 1995 -- how
14 important government is in the basic lives of people and
15 how much that became so much more apparent over the course
16 of this time.

17 Finally, I want to just touch a little bit
18 briefly on school return and what it is going to mean to
19 us, along with all of the new attention on preschool,
20 early education, and possibly a whole bunch of money. It
21 was kind of surprising to me that only seven percent of LA
22 Unified high school students came back. Everybody assumed
23 they were such socials, as we used to say in the old days,
24 that they would want to run back. But there's a lot of
25 caution about it, and not sure all of that. But as we

1 look at the beginning part of education, our zero-to-five
2 population, maybe we can, by getting them started early,
3 help with some stability even in urgent times. That's why
4 kindergarten readiness is so important and our north star.

5 But this whole push for universal preK and, you
6 know, what the State is talking about in terms of
7 universal education for people as young as four, I think
8 the opportunity is there like never before for us to
9 impact so many of these plans.

10 And so 2021 is looking up. I might be a bit of
11 an optimist, but I'm happy about that and I'm really proud
12 of the way we are taking part in the county's recovery.

13 So Ms. Vo, are there any public comments on my
14 remarks?

15 THE SECRETARY: No public comments.

16 SUPERVISOR KUEHL: All right. Thank you.

17 Then let me turn it over to you, Kim.

18 MS. BELSHE: Thank you so much. And thank you
19 for your comments and reflections regarding the -- our
20 experience together as an organization and a group of
21 colleagues over the course of the past year plus. We're
22 still very much in the middle of it, but as you and others
23 have said, we're seeing that brighter light increasingly
24 at the end of the tunnel. And on behalf of the full First
25 LA team, you know, we're enormously grateful for the

1 support and confidence and trust the board has exhibited
2 throughout this period of time relative to the staff. So
3 thank you back to the board.

4 You know, I want to pick up on your last set of
5 comments, Sheila, about kind of the window of opportunity
6 that have been created at the federal and state level
7 around issues that are a very important priority to First
8 5 LA. And it actually made me think a little bit about
9 when the supervisor was a State senator and I was an
10 agency secretary when we were working on comprehensive
11 health reform in 2007 and '8. I would end my legislative
12 presentations with an image of an open window. And I did
13 that at Senate Health Committee, which then-Senator Kuehl
14 chair. And had I did so because windows of opportunity
15 for meaningful change at a systems level at scale, they
16 don't open very frequently. So when they -- do -- and
17 when they do, they are often very short-lived. They can
18 be fleeting. So when windows of opportunity do open, it's
19 absolutely critical that advocates and leaders and members
20 of the public sees that and do their best to not only keep
21 that window open, but to expand it further.

22 And as the supervisor said, our current context
23 is really providing some powerful -- or represent some
24 powerful windows of opportunity for children and families
25 and many of the issues and priorities that we hold dear.

1 So when we look at the new federal laws, such as the
2 American Rescue Plan, when we look at the proposals
3 President Biden and his administration have come forward,
4 which are sweeping relative to the American Jobs and
5 Family Plans, there's a potential for significant
6 resources and significant systems change that is
7 fundamental to the policies and priorities that First 5 LA
8 exists to advance. And the public investments that are
9 being made available are very significant in terms of
10 childcare and Head Start and home visiting services
11 associated with the American Rescue Plan. It's like a
12 billion dollars for First 5 LA priorities in LA County.
13 The American Jobs and American Family Plans together will
14 significantly expand public investment in early childhood
15 services and community investments such as universal preK
16 and affordable childcare.

17 So at the federal level, there's significant
18 opportunities aligned to our priorities. As we know, the
19 governor's with the -- what's called the May revise, his
20 updated budget which will come forward tomorrow, his early
21 announcements day by day we're getting more insight to
22 what he's going to be proposing. But the State has a
23 unprecedented fiscal surplus, something that is of a size
24 and magnitude that I have never experience and certainly
25 never did experience when I worked in the State

1 government.

2 But as the supervisor said, we're talking about
3 the potential for a full year of additional learning for
4 all four-year olds. The governor's going to be proposing
5 an expansion of access to quality, affordable childcare
6 for a hundred thousand kids. Important investments being
7 contemplated and the governor's putting forward around
8 mental health and support services that are really getting
9 at the social-emotional development of children.

10 So great opportunities and great challenges,
11 particularly here at the county level, because our county
12 leaders are going to have to make some important decisions
13 as well about the distribution of funding and making sure
14 that on the ground that implementation actually translates
15 into meaningful change and equitable change for our
16 communities.

17 So, you know, I really want to emphasis the
18 window of opportunity that we have before us to move a
19 bold and powerful vision that we embrace as an
20 organization. We articulate a north star. It's a broad
21 coalition around early childhood services and supports and
22 a more just and equitable community in LA, California, and
23 nationally, and that we, First 5 LA, have a role to play
24 here. So we approach that role wearing a number of
25 different hats in terms of the different roles we play as

1 a cross-sector, connector, convener, bridge builders. We
2 approach this grounded, of course, in our strategic plan
3 which we look to as our roadmap for guiding our systems
4 change work and priorities. We do so with a very close
5 ear to the ground and arm's length in partnership with
6 community members, residents, and parents to inform and
7 anchor our work. And we do so with the support of the
8 financial resources that are embodied in the budget that
9 we bring to the board every year.

10 And that's what today is all about. We're -- not
11 all about, but principally about. The finance team will
12 be presenting our best estimate of the resources required
13 for the fiscal year 2021/2022; not just the financial
14 resources investing in community, but also the staff
15 resources, the human capital that is so critical in the
16 shaping and informing and driving our work in partnership
17 with others.

18 So we are a public agency. We take that
19 responsibility in terms of the proper investment very
20 seriously. And, again, it's both the treasure of
21 financial resources and the treasure of the talent that we
22 invest. So as we exercise our role as connectors,
23 conveners, collaborators, I know we're going to be doing
24 so with an eye towards the opportunities, the windows of
25 opportunities that are open today. And by leaning in with

1 our capabilities and our partnerships and our learning and
2 knowledge, I'm confident that we're going to be able to
3 not just see and talk about, but actually help advance and
4 enact and move to implementation some critical systems
5 changes that will improve the health and school readiness
6 of our kids.

7 So excited for the opportunity, whether we're
8 working in a remote environment or in person, but for now
9 will continue to be remote. And we're eager for the work
10 ahead.

11 Thank you.

12 SUPERVISOR KUEHL: Thank you, Kim.

13 Ms. Vo, any public comment on Kim's remarks?

14 THE SECRETARY: No public comment on Kim's
15 remarks.

16 SUPERVISOR KUEHL: All right. Good. Thank you
17 very much to our executive director.

18 And let us move then to Item 5, which is
19 presented in written form. It's a request to ratify any
20 emergency actions taken during the last month and had to
21 be taken because of the permission given to us through the
22 pandemic. I believe there was one. Any questions about
23 that action from any of the members?

24 Seeing none, may I have a motion to approve Item
25 5.

1 COMMISSIONER HEGER: So moved.

2 COMMISSIONER ABDO: Second.

3 SUPERVISOR KUEHL: I have a motion and a second.

4 Please call the roll.

5 THE SECRETARY: Judy Abdo?

6 COMMISSIONER ABDO: Yes.

7 THE SECRETARY: Astrid Heger?

8 COMMISSIONER HEGER: Yes.

9 THE SECRETARY: Yvette Martinez?

10 Frank Ramos?

11 COMMISSIONER RAMOS: .

12 THE SECRETARY: Jonathan Sherin?

13 COMMISSIONER SHERIN: Yes. I keep putting myself
14 on mute.

15 THE SECRETARY: Romalis 6Taylor?

16 COMMISSIONER TAYLOR: Yes.

17 THE SECRETARY: Marlene Zepeda?

18 COMMISSIONER ZEPEDA: Yes.

19 THE SECRETARY: Sheila Kuehl?

20 SUPERVISOR KUEHL: Yes.

21 THE SECRETARY: Motion passed.

22 SUPERVISOR KUEHL: All right. We've adopted Item
23 5.

24 And, Jon, and it's better to put yourself on mute
25 than having other people do that for you.

1 COMMISSIONER SHERIN: Yes, I know. You have done
2 that.

3 SUPERVISOR KUEHL: No. No. How can you say
4 that.

5 Let's move to Item 6. And this would be the
6 presentation of our draft proposed budget and long-term
7 financial plan. We turn it over to Daisy and Raoul,
8 whoever will begin please.

9 MR. ORTEGA: Good afternoon, commissioners, and
10 thank you, madam chair. Can you all hear me?

11 SUPERVISOR KUEHL: Yes. We can hear you fine.

12 MR. ORTEGA: Great. So before I move forward
13 with some opening comments, I just wanted to acknowledge
14 that it's great sadness to hear about Commissioner Jane
15 Bachman. She did play a critical role in supporting -- as
16 supporting First 5 LA as a committee member to the budget
17 and finance committee. Since I came to the organization,
18 she was a part of that committee for many, many years as
19 either a chair or a cochair.

20 So with that said, I would like -- with the
21 blessing of our Executive Director Kim Belshe, I would
22 like to dedicate this budget presentation in memory of
23 Jane Bachman to her commitment to First 5 LA and to the
24 commitment in supporting First 5 LA's budget and finance
25 committee and the staff within the finance department.

1 So with that said, our intention for today's
2 presentation is to provide a high level overview of the
3 proposed fiscal year 2021-22 budget development process
4 and updates to the long-term financial plan approved in
5 the July of 2020. I, along with my colleague Daisy, will
6 be highlighting some -- some of the key things and changes
7 in the overall budget process. We will provide a
8 high-level overview of the programmatic and operating
9 budget costs and the estimated administrative costs for
10 fiscal year 21-22.

11 In addition, we will end our presentation with
12 updates to our long-term revenue forecast and fund balance
13 that are reflected in the long-term financial plan. Both
14 the proposed fiscal year 21-22 budget and the long-term
15 financial plan have been presented to both the executive
16 and budget and finance committee at a special meeting last
17 week where we provided a more in-depth presentation on the
18 overall budget and the resources that are being asked for
19 fiscal year 21-22 and our updates to our long-term
20 financial plan. Later -- slated for later this month for
21 May 27th the PPC, my colleagues, under the leadership of
22 John Wagner and the directors, will be providing the
23 deeper dive into the resources that are being considered
24 within the programmatic budgets.

25 And prior to moving into some key themes, I would

1 also like to note that for the final version of the budget
2 that is scheduled for action at the June 2021 board
3 meeting, staff will be including an adjustment of roughly
4 \$100,000 to capture salary adjustments into market
5 conditions or to ensure equity in pay. If we can move on
6 to the next slide, please.

7 Here are some key themes you will see throughout
8 the budget for fiscal year 21-22. It reflects a clear
9 commitment to our strategic direction with an emphasis on
10 internal integration, collaboration, and the continued
11 implementation of the strategic plan and priorities. We
12 also reflect in the proposed budget that the total demand
13 of our resources are being offset from non-Prop 10
14 revenues through our efforts in sustainability. In
15 addition, the program and investments are refined through
16 the lens of DEI and aligned with the First 5 LA's pathway
17 of doing our work through policy, advocacy, and systems
18 change. And we do this work by strategically maximizing
19 First 5 LA's human resources as impact multipliers and in
20 partnership with others.

21 Now, to move onto some highlights and key
22 take-aways that I would like to bring to your attention.

23 Fiscal year 21-22 proposed budget of roughly
24 \$114.2 million is being offset by roughly \$5.1 million in
25 non-Prop 10 resources reflecting our eye towards

1 sustainability. The proposed activities and estimated
2 resources for this year's budget -- or this proposed
3 budget are influenced by the ongoing global pandemic that
4 we continue to work in. And compared to the prior year,
5 most of you will notice that the presentation and the
6 structure of the proposed budget reflects greater
7 alignment to the strategic plan and the adopted
8 organizational structure announced in November 2020,
9 including the focus from strategies to strategic
10 priorities. Moving on to the next slide, please.

11 Thank you, Daisy. This budget ensures that
12 activities that have completed their objectives are
13 appropriately phased out and end consistent with their
14 contract term. The original allocation set by the board.
15 And/or alignment to the governance guidelines. As noted
16 in the prior year -- I mean, sorry -- in the prior slide.
17 The budget reflects alignment to the new organizational
18 structure by adjusting our overall FTE count from 148 to
19 120 full-time equivalency. And just like in the past,
20 this budget is built on collaboration across the
21 organization. And for this year's development concurrent
22 with the budget development process, staff across the
23 organization participated in an assessment of activities
24 and spending that are being proposed. With an eye towards
25 future spending, this assessment also helped to promote

1 further alignment and integration of our resources to
2 reduce redundancy and to strengthen our impact internally
3 referred to -- internally referred to as our work planning
4 development process.

5 And though not reflected in the slide, the
6 proposed budget is in alignment and adherence to the
7 long-term financial plan spending limit that was
8 established in the 2021 term financial plan for fiscal
9 year 21-22, living within our means.

10 At this time, I would like to pass the
11 presentation to my colleague, Daisy Lopez, to further
12 discuss the budget framework and the overall resources
13 that are being requested for fiscal year 21-22 and the
14 updates for our long-term financial plan.

15 Daisy.

16 MS. LOPEZ: Thank you, Raoul. Good afternoon,
17 commissioners. Good afternoon, everyone.

18 As Raoul noted, the 21-22 budget framework has
19 been revised to align with the 2020-2028 strategic plan
20 and First 5 LA's adapted organizational structure. In
21 this revised framework, we pivot away from priority
22 outcome areas and move toward a more collaborative focus
23 on the strategic plan strategic priorities. So we begin
24 with the resources devoted to the strategic plan
25 activities organized under two of the three organizational

1 components. This includes the Center For Child and Family
2 Impact and the offices. This is followed by legacy
3 investments, the centralized resources to support emerging
4 opportunities, and our internal operations which includes
5 cost related to the third organizational component, the
6 Center For Operational Excellence, as well as funds to
7 support the operational needs of our programs.

8 Today's presentation will be a high-level review
9 of each of these components and the overall resource needs
10 for fiscal year 21-22. There will be an opportunity for a
11 more detailed look at the proposed programmatic estimates
12 and work driving the budget at the next PPC meeting.

13 So now let's take a look at the proposed
14 resources for fiscal year 21-22. Illustrated in this
15 table, we can see the that proposed fiscal year 21-22
16 budget of 114.2 million is roughly 9.6 million or 7.8
17 percent lower than the revised 2020-2021 budget. This is
18 driven by a net decrease in program spending of roughly
19 9.2 million and a decrease of approximately 416,000 in
20 supportive operating costs.

21 It should be noted that some projects and project
22 resources have been relocated from one area of the budget
23 to another and/or consolidate and centralized in a
24 different area of the budget. Additionally, projects are
25 now organized by team office and center instead of

1 divisions and departments. Due to these changes,
2 comparison to prior years' costs will not be exact.

3 The total proposed fiscal year 21-22 budget for
4 the Center for Child and Family Impact is roughly 77.5
5 million. These resources will be used to fund the work
6 being led by family supports, communities, ECE, health
7 systems, and the center support team, a new team who will
8 be responsible for working with county and philanthropic
9 partners and supporting complex, cross-cutting
10 sustainability efforts and opportunities.

11 The offices is estimating approximately 10.1
12 million to support their external work. This budget
13 component includes the Office of Government Affairs and
14 Public Policy, the Office of Communications, and the
15 Office of Data For Action. Although structurally
16 speaking, the Office of Equity, Strategy, and Learning
17 falls under the umbrella of the offices. For fiscal year
18 21-22, funds to support their needs are captured within
19 the operating budget as no programmatic resources were
20 identified for fiscal year 21-22.

21 The other category is included here only for
22 comparative purposes as the slide represents projects that
23 will not advance beyond fiscal year 20-21 or these
24 activities were included in a different budget for fiscal
25 year 21-22.

1 As has been the ongoing practice, legacy
2 investments continue to ramp down and sunset according to
3 plan. The proposed 1.5 million in resources to support
4 emerging opportunities appears at first glance to
5 represent a significant increase; however, this level of
6 funding is in line with previous years and is less than
7 the original fiscal year 20-21 budget. The variance to
8 prior year is due to the downward adjustment at mid-year
9 to reflect that Covid-19 relief resources included in the
10 emerging opportunities budget were instead drawn from the
11 individual program budgets.

12 Again, a more in-depth review of the proposed
13 21-22 program estimates is scheduled for May 20th at the
14 next PPC meeting. This budget is responsive to the
15 ongoing needs resulting from the pandemic and it continues
16 to emphasize long-term sustainability, minimizing costs,
17 maximizing outcomes as we continue to align our program
18 costs of fiscal realities of declining revenues and a
19 declining fund balance.

20 The downward trajectory of expenditures was
21 expected and is consistent with the long-term financial
22 plan annual spending limits approved by the board in July
23 2020. We will discuss the revisions to the long-term plan
24 a little later in this presentation. But first let's take
25 a look at the fiscal year 21-22 proposed operating budget.

1 The operating budget was developed in a manner
2 consistent with previous years using historical data and
3 information available to us to inform our estimates. In
4 this table, you can see that the total overall cost is
5 below the 20-21 budget from 22.3 million in 20-21 to a
6 proposed 21.9 million in 21-22.

7 Our biggest operational investment is and
8 continues to be our staff. The proposed budget to support
9 personnel includes 120 FTEs down from 148 FTEs, or
10 full-time equivalent staff, in alignment to the adapted
11 organizational structure. The change to FTEs has resulted
12 in a reduction to personnel costs as well as incremental
13 reductions across federal line items related to staffing
14 support costs.

15 However, as Raoul noted earlier, we will be increasing
16 the total personnel costs to capture salary adjustments
17 due to market conditions or to ensure equitable pay. This
18 adjustment will be included in the final version of the
19 budget presented to the board for approval in June of this
20 year.

21 Many of our other costs are consistent with
22 ongoing needs related to personnel, supplies and services,
23 consultant support, web-based services, and professional
24 development. All of our work, both externally and
25 internally facing, are filtered through the lens of our

1 values: Collaboration, integrity, diversity, equity and
2 inclusion, as well as our strategic priorities.

3 One example of this our work with SEED, our
4 consultant who is working with First 5 LA to ensure that
5 we are living our diversity, equity, and inclusion values
6 in the workplace.

7 The ongoing pandemic has continued to impact
8 costs and resources have been adjusted and captured
9 accordingly. As First 5 LA's administrative costs are
10 captured within our internal operations costs, we will now
11 tease out those funds and discuss the proposed
12 administrative costs for fiscal year 21-22.

13 Of the 21.9 million proposed operational costs,
14 roughly 14.1 million represents our total administrative
15 costs for fiscal year 21-22. The current policy
16 methodology reflects a broad approach to what is
17 considered an administrative cost. We include all costs
18 for the administrative teams, including the executive
19 director's budget, as well as all salary and benefit costs
20 for the EDP, the directors, and the administrative
21 assistants. This methodology is consistent with previous
22 years; however, in alignment with long-term goals an
23 alternative approach is being considered which revisits
24 the administrative cost methodology to determine how much
25 executive and director time is actually spent on

1 administrative functions versus programmatic work. Any
2 future changes to the administrative cost policy will be
3 presented to the board for review and approval.

4 So now we will pivot from a discussion of the
5 21-22 budget to a discussion of revised long-term
6 financial plan. The long-term financial plan was approved
7 at the July 2020 of the board of commissioners, as were
8 the corresponding annual spending limits for fiscal years
9 21-22 through 27-28. This update is to share revisions to
10 the LTFP based on changes to the expenditures in revenues
11 grounded in new information for fiscal years 19-20 through
12 21-22. We ask that you please refer appendix A included
13 in today's materials for additional details regarding
14 those specific adjustments.

15 So this graph reflects our revenue and
16 expenditure projections through the duration of the
17 strategic plan and it hopes to illustrate the effect of
18 the revenue and expenditure decisions and it specifically
19 highlights the build-up of the fund balance in the early
20 years. This is when the incoming revenue outpaced the
21 spending. It also highlights that our expenditures
22 continue to exceed our revenue and our primary source of
23 revenue Proposition 10 tobacco tax revenue continues a
24 gradual rate of decline. Expenditures are expected to
25 peak in fiscal year 20-21 before beginning a gradual rate

1 of decline through the end of the strategic plan period
2 grounded in last year's established long-term financial
3 plan annual spending limits.

4 So as represented in the previous graph, our
5 primary source of revenue is projected to continue to
6 decline. We will continue to closely monitor changes to
7 revenues with revenues projected at 77.9 million for
8 fiscal year 21-22, with what are some assumptions used in
9 developing and revising the long-term plan and the results
10 of those adjustments and changes.

11 We are honoring the established limits and
12 disciplining ourselves to adhere to the LTFP spending
13 limits approved by the board in July 2020. Assumptions
14 used in the LTFP are consistent with last year, including
15 grounding our Proposition 10 tobacco tax revenue
16 projections in the data received from the California
17 Department of Tax and Fee Administration, commonly
18 referred to as the CDTFA, grounding our other external
19 revenue in confirmed and projected funds, and continuing
20 to set aside a reserve consistent with approved policies.

21 The updates to the revenues and estimated
22 spending included in the LTFP and outlined in appendix A
23 results in an increase in revenue, a decrease in
24 expenditures and, consequently, an increase in our
25 projected available ending fund balance at fiscal year-end

1 20-28 from 4.2 million reflected in last year's LTFP to
2 55.9 million. We will continue to see fluctuations to the
3 total fund balance over the course of a long-term plan.
4 And this is normal as we align to final audited annual
5 expenditures, revised budgets, and revised revenue
6 projections from the State.

7 As our revenues and projected spending has been
8 revised this time around to align with the latest
9 information, we will require board approval of the revised
10 long-term financial plan.

11 As noted earlier, we will see some changes to the
12 budget figures presented today, which will also impact
13 long-term financial plan. These changes will be
14 highlighted and included in the materials shared for
15 approval at the June meeting of the board of
16 commissioners.

17 Today marks the second commissioner touch point
18 in this iterative budget development process. We will
19 present the draft budget at the May 27 program and planning
20 committee for additional discussion of proposed
21 programmatic costs included for fiscal year 21-22.

22 We hope to conclude this budget process on June
23 10th when we return to the commission for formal approval
24 of the fiscal year 21-22 budget and revised long-term
25 financial plan.

1 Before we conclude, I would like to call out for
2 those commissioners who joined us at last week's meeting
3 that the proposed edits to the materials are not included
4 in today's draft but will be reflected in the material
5 shared at PPC and/or the final June commission meeting.

6 And that concludes this presentation.

7 SUPERVISOR KUEHL: All right. Thank you very
8 much.

9 Just to remind commissioners who want to make
10 comments, you can text me at the number that's provided in
11 your meeting invitation or can you just raise your hands
12 in Zoom and Ms. Vo will let me know that you want to
13 comment.

14 I don't see any texts to my phone. Linda, do you
15 see any hands raised?

16 THE SECRETARY: I don't see any hands raised
17 either.

18 SUPERVISOR KUEHL: All right. Well, it sounds
19 like the two of you did an outstanding job and/or we're so
20 familiar with it after the presentations that we
21 understand everything.

22 I think it's a very responsible budget and I
23 think that's why we don't have a lot of questions about
24 it. We've all kind of looked at it, understood the
25 changes, and see the need for them. So since we do not

1 really have any questions from the commissioners and this
2 is an information item, I think that means that we thank
3 you very much for the presentation and we'll go on to Item
4 7.

5 THE SECRETARY: Supervisor Kuehl, I do have one
6 public comment for Item 6 before we proceed to Item 7.

7 SUPERVISOR KUEHL: Oh, please. I'm sorry I
8 forgot about public comment. Please take public comment
9 on Item 6.

10 THE SECRETARY: Will do. Thank you.

11 This one is from Jules Cavendish.

12 Honored Members of the First 5 LA Board of
13 Commissioners. The purpose of this public comment is to
14 raise concerns on how the executive director of First 5 LA
15 makes decisions on the hiring, grantmaking, and
16 contracting that are enabled by First 5 LA's budget.

17 It's just now that the leader of First 5 talks
18 the talk of budget diversity, equity, and inclusion, yet
19 seemingly has failed to walk the walk. In June,
20 Ms. Belshe wrote about the persistent systemic inequities
21 that have consequences both seen and unseen and that the
22 work of First 5 LA is about seeing inequity and doing
23 something about that.

24 In November of that same year, Ms. Belshe's
25 contract is extended by a vote of board members and then

1 days later she fires a significant amount of staff before
2 Thanksgiving. Was the board aware these actions would
3 take place? What impact did that have on her contract
4 renewal? How was this fair, equitable, or inclusive to
5 those staff who collectively put decades of work into
6 helping young children?

7 Ms. Belshe's actions are in stark contrast to LA
8 County's board of supervisors which oversees First 5 LA.
9 Their budget focuses on equity and safety net services.
10 No layoffs proposed. Have board members seen what First
11 LA staff thinks of the organization?

12 A Glassdoor website is provided.

13 How do Ms. Belshe's official actions demonstrate
14 First 5 LA's supposed commitment to diversity, equity, or
15 inclusion that she speaks of in her official statements?

16 Most recently, the executive level position
17 vacated by Christina Altmayer was filled without a public
18 posting or given any member of the public the fair
19 opportunity to apply. I was recently informed after
20 request for information that the position was offered to
21 John Wagner by First 5 LA's executive director, Kim
22 Belshe, before the position was posted internally or
23 externally. The recruiting policy of First 5 LA allows us
24 to offer a position to an exceptionally qualified
25 candidate without posting the position.

1 What are these qualifications? How was it
2 decided that they were exceptional? Who makes that
3 determination? How does this show a commitment to
4 diversity, equity, or inclusion? Not posting an executive
5 level position publicly looks like one of the inequities
6 Ms. Belshe wrote of. Is this the way it is being seen?
7 What is she doing about it? How does this show the budget
8 the board is being primed to pass? What other decisions
9 are being made by Ms. Belshe that deprive the public of
10 the freedom to compete honestly and fairly for jobs,
11 grants, and other contract opportunities? How many high
12 paying jobs have been awarded during Ms. Belshe's tenure
13 without being publicly posted? How many no bid contracts
14 have been awarded? How is this fair? How is this
15 equitable?

16 The board's passage of the budget will enable
17 decisions Ms. Belshe makes. Will these decisions be fair?
18 Will they be equitable? Will they be inclusive?

19 As guardians of taxpayer funds, I urge First 5
20 L's board of commissioners to ask these questions of
21 Ms. Belshe, get answers, and act in the best interest of
22 the children they are tasked to serve.

23 And that concludes the public comment I received
24 from this item.

25 SUPERVISOR KUEHL: Thank you very much.

1 While I now understand, if I wish to hear the
2 Board of Supervisors praise, I need to go to somebody
3 else's meetings. So that's a good learning thing for me.
4 So thank you.

5 There is no further public comment. And as I
6 said, that was for information.

7 It is necessary now to take a ten-minute break.
8 And so the time being 2:25, we will reconvene at 2:35. So
9 we're on break. Thank you.

10 (A brief break.)

11 SUPERVISOR KUEHL: Welcome back to the meeting.
12 Everybody back from your break, all staff and board
13 members, because Item 8 is a biggy, and we're all --
14 probably many of us have seen many of these presentations,
15 but we're all really looking forward to this.

16 So, Lee, are you starting us off on Item 8?

17 MS. WERBEL: Yes, I am.

18 SUPERVISOR KUEHL: All right. Great. Welcome
19 and off you go.

20 MS. WERBEL: Thank you. Thank you, Supervisor
21 Kuehl and good afternoon, commissioners, staff, and
22 guests.

23 We are happy to be here today for what I'm
24 calling the finale or curtain call for our production, the
25 Best Start learning sessions that took place at the

1 February, March, and April program and planning committee
2 meetings. This is a chance, after the rich engagement and
3 robust discussions with the board, to truly provide some
4 highlights from the presentations.

5 Joining me today are two of my communities team
6 colleagues, Joaquin Caldron who's a senior program officer
7 supporting Regions 2 and 4 and is also deeply involved in
8 the parent resident engagement effort. I should go back
9 and say that Region 2 is south LA and Region 4 is Port
10 Cities.

11 And then Freddy Lee, is who is the senior program
12 officer supporting Region 3, San Fernando Valley, and
13 who's very interested and involved in the overall learning
14 from best -- for Best Start and our communities team as a
15 whole.

16 So today, we want to just set the context and we
17 want to -- and we want to follow with some highlights from
18 the discussions, including key take-aways from the
19 sessions, some key overlapping themes that emerged. We
20 want to be able to show how the work aligns and is guided
21 by our strategic plan. And we want to also share some of
22 the next stages of our work. And, of course, we will have
23 time for reflections and questions from the board.

24 So the deep dive explorations of each of the Best
25 Start regions provided the communities team, along with

1 our regional network grantees or RNGs as we call them, and
2 other communities partners and community representatives,
3 the opportunity to share what is happening in Best Start
4 at the regional level, to highlight each region's systems
5 change work, to provide the unique community perspectives,
6 share how the work aligns with our strategic plan, as I
7 mentioned before, and, lastly, share how the communities
8 work has pivoted to meet the moment of Covid.

9 We want to take a moment before we begin to share
10 our appreciation to the board and our community partners
11 who dedicated considerable time and attention to make
12 these sessions effective and productive spaces and allow
13 for those robust discussions with commissioners that I
14 mentioned.

15 It was also good to see the level of community
16 interest in these sessions with the great attendance. And
17 I think that is likely due to our being able to provide
18 translation for the sessions in Spanish and Khmer.

19 So at the sessions and today, you heard and you
20 will hear from some of the members of the communities
21 team. But I need to let you know that the development,
22 the creation, and the presentation were a complete
23 communities team effort. So thank you to the board, thank
24 you to the community partners who helped and supported and
25 had thank you to the communities team.

1 I'd like to turn it over to Joaquin.

2 MR. CALDERON: Thank you, Lee, and good
3 afternoon, commissioners.

4 I will next share some highlights from the
5 presentations. We've developed slides to summarize these
6 rich conversations, recognizing not every commissioner had
7 the ability to attend all of the presentations; however,
8 we don't have time to cover each slide in detail. So I
9 will only share one highlight for each.

10 Following the highlights, I will share
11 overlapping themes across the five regions. And I want
12 this to be a conversation. So I'm not going to read each
13 slide verbatim as I trust that you will go to them if you
14 want more detail.

15 In Best Start Region 1, we heard about the
16 complexities of power building and in changing mental
17 models when grounding the work in data that reflects the
18 lived experience of parents and residents, which comes
19 with a commitment to deepening relationships with those
20 parents and residents to ground the work in an authentic
21 partnership.

22 In Best Start Region 2, we learned about the year
23 of, yes, we can where both steps are being taken to engage
24 hundreds of residents to strengthen and formalize a
25 regional network structure using shared goals that are

1 strategic, measurable, achievable, realistic, timebound
2 and impactful.

3 Best Start Region 3 shared their efforts around
4 amplifying community power by cultivating a pipeline of
5 parent leaders and connecting the whole family to the
6 larger community, which is exemplified in the quote by
7 Adrienne Maree Brown, a writer and thought leader on
8 community change that states, practice at the small scale
9 sets the patterns for the whole system.

10 Best Start Region 4 emphasized that, in order for
11 the region's youngest children to thrive and reach their
12 full potential, they must be surrounded by thriving
13 families, thriving communities, and equitable institutions
14 and equitable processes using tools like the participatory
15 budgeting model.

16 In Best Start Region 5, we heard about the
17 profound partnerships taking place between philanthropy
18 and systems committed to community-driven decision making
19 and network building with those directly impacted and by
20 fully embracing the approach that nothing happens in the
21 Antelope Valley without the Antelope Valley.

22 Now, these presentations elevated overlapping
23 themes across the five regions that are necessary for
24 systems change: Parent- and resident-centered systems
25 change, cultivating inclusion and belonging in Best Start,

1 and collective action. And when looking at these
2 overlapping themes, we see how our work is anchored in
3 systems change in how the work is unfolding with parents
4 and residents at the center.

5 For the theme on parent/resident-centered systems
6 change, we heard about many examples of engagement efforts
7 taking place across the Best Start geographies that
8 provide leadership pathways, diversity in leadership
9 opportunities, and a systems change orientation that
10 strengthens the collective power of parents and residents
11 to make long-lasting change. Parents and residents are
12 actively engaged in designing, directing, and implementing
13 community change efforts that relate to the systems change
14 outcomes that First 5 LA has identified necessary to
15 achieve our north star.

16 The theme of cultivating inclusion and belonging
17 showed up in the examples of how engagement of communities
18 is an ongoing effort. This investment offers the
19 opportunity for our partners to find creative ways to
20 continuously include parents and residents in Best Start
21 geographies by making the connection between direct
22 services and policy systems change by offering an
23 invitation into action when addressing basic needs as we
24 saw with the Covid-19 response.

25 This leads to creating new practices for

1 inclusion as our partners are asking, what issues families
2 face and the choices they have to make in order to
3 participate in systems change efforts. We heard about
4 critical conversations around understanding multiple forms
5 of oppression that impact early childhood outcomes and how
6 we need to address these issues head on if we are truly
7 serious about our north star and will building. The theme
8 of collective action showed us how we are creating
9 conditions for collective action that can be seen through
10 small wins that build momentum for broader systems change.
11 In the PPC updates, we saw examples of collective efforts
12 resulting in small wins across Best Start geographies that
13 will continue to build momentum for broader systems
14 change.

15 Our current work is built on years of
16 relationship and trust building and making room for the
17 deep experiences of community residents and partners to
18 inform our path forward. Some small wins have emerged
19 during the Covid pandemic, which we saw in our ability to
20 adapt quickly. Other small wins include how regions bring
21 parents into leadership roles and meaningfully include
22 families in collective action efforts.

23 The interrelationship across these themes greatly
24 enhances our effectiveness towards systems change results
25 and reinforces the importance of centering parents and

1 residents in the work.

2 As I close my portion of this presentation, I'd
3 like to remind us of this quote from The Water of Systems
4 Change to describe our contribution to the strategic plan.
5 Systems change is about shifting the conditions that hold
6 a problem in place. It means working in partnership with
7 parents and leaders at the state, county, and local level
8 to change the conditions that affect child development and
9 family well-being.

10 I'll now turn it over to Freddy Lee who will
11 share how this work is guided by and aligns with First 5
12 LA's strategic plan.

13 MR. LEE: Thank you, Joaquin. Good afternoon,
14 commissioners.

15 I'm going to take today step back and talk about
16 our investment from the perspective of our strategic plan.
17 I'm going to connect how the communities team current and
18 future activities are guided by the strategic priorities.
19 As you know, the strategic priorities on the lower
20 right-hand side, they -- this visual in purple are guiding
21 our activities and investments in the short term with an
22 eye towards long-term systems changes and ultimately the
23 results we want to see for children.

24 The promise of Best Start is create structural
25 change in LA county will lead to our north star. This

1 model -- using this model for systems change which was
2 used by some of our RNG partners but is also part of the
3 publication Water for Systems Change helps us understand
4 our work and helps us explain progress in what we're doing
5 so far. So we're seeing new or emerging practices, which
6 is at the top level of the triangle, highlighted through
7 the work poignantly (technical interruption) mobilization
8 during the Covid-19 pandemic and the dollars leveraged.
9 These achievements were made possible by strengthening
10 relationships, shifting power dynamics, and transforming
11 attitudes and beliefs or what we call mental models.
12 Our collective efforts to think and act differently and do
13 that together are fundamental in catalyzing the type of
14 transformative change we want to see in LA County.

15 Regarding strategic priority one, which is about
16 strengthening public and community systems, you heard
17 about our RNG partners, grantee partners increasing
18 coordination and partnership in Best Start regions and
19 being able to leverage and distribute \$7 million of public
20 dollar, as Joaquin mentioned. And we hope to see more and
21 more strong partnerships with public and community
22 systems.

23 Additionally, looking forward with our First 5 LA
24 colleagues, we will contribute by continuing to increase
25 internal coordination of our First 5 LA investments and

1 activities. For example, a question we're asking
2 ourselves is how we can focus our kindergarten readiness
3 assessment in Best Start geographies.

4 Strategic priority two is about advancing and
5 building on community experience. I -- this contribution
6 that you heard in the presentations from the -- the
7 regional updates was about strengthening pathways for
8 leadership, practices of inclusion, bringing parents to
9 the center of collective action efforts and making
10 connections with public systems.

11 Looking forward, we will continue to invest in
12 positioning of parents and residents to shape and lead
13 networks dedicated to systems change. And, additionally,
14 the Best Start learning agenda will help us establish
15 proof of concept and help us illuminate the impact of
16 creating and strengthening local network (technical
17 interruption) leader organizations working with public
18 systems to achieve results.

19 As a reminder, the Best Start learning agenda is
20 how we will understand and communicate progress for our
21 investment.

22 Strategic priority three is about expanding our
23 influence and impact with data. You heard about how we're
24 making data accessible to community and calling attention
25 to disparities to drive systems changes. Looking forward,

1 we'll continue to contribute by engaging in what we call
2 learning dialogues with our community stakeholders to
3 explore data from the impact framework and advancement
4 project California Data Narrative to deepen our
5 understanding of population level data and inform our
6 collective actions.

7 Further down the road, there's also an
8 opportunity for a cross-regional community to discuss
9 trends and themes about the data across Best Start regions
10 in LA County.

11 Lastly, strategic priority four is about
12 optimizing our effectiveness. We were able to contribute
13 to our effectiveness through our learning and adaptation
14 as a funding partner during the Covid-19 pandemic. With
15 the help of our colleagues across First 5 LA, we were able
16 to provide flexible parameters that allowed for faster,
17 nimble response to changing community conditions.

18 Looking forward, the Best Start learning agenda
19 will be a critical tool to help us ask the right
20 questions, collect and understand data, and deepen our
21 understanding as a funding partner in systems change.

22 Lastly, the next stage of our work is about
23 establishing proof of concept. An emerging area for First
24 5 LA and RNGs is to engage more deeply in building the
25 field, that is working collaboratively with our partners

1 to strengthen knowledge and practices essential for
2 successful movement building for young children and
3 building progress towards long-term results and community
4 conditions of well-being. We want to help build knowledge
5 and practices in the field related to parent, resident,
6 and community engagement, community capacity strengthening
7 and advocacy, strategic partnerships, community
8 investments, and learnings about what works to make
9 progress on our population results and conditions of
10 well-being, including some of our work in the built
11 environment and related issues.

12 This work is intended to influence and strengthen
13 the relationships and values guiding resource management
14 in LA County. We can contribute by helping to introduce
15 new mental models and by uplifting and sharing systems
16 changes that we're excited about, changes that are leading
17 to collaborative, parent-centered actions within First 5
18 LA, our partners, and others committed to this work in LA
19 County and beyond.

20 MR. CALDERON: And just quickly, I'd like to add
21 that that's my son who's in the picture there, Antonio,
22 who is five years old at the time of this First 5 LA photo
23 shoot practicing his swing.

24 MR. LEE: Thank you, Joaquin, and hello, Antonio.

25 So with that we're excited to continue to explore

1 ways to partner with you and the Best Start community
2 networks to achieve transformative change in LA County.
3 Thank you for the opportunity to share some of the
4 highlights from these discussions.

5 And we now want to open it up to any questions or
6 reflections from the board of commissioners.

7 SUPERVISOR KUEHL: Thank you very much. It was
8 -- yes, we're here. It was very good, very exciting. I
9 think many of our commissioners have participated at the
10 committee level when each of these reports from Best Start
11 were presented. And I heard a lot of positive feedback
12 about the information and the way it was organized. And I
13 think that organizing it then further into looking at our
14 own strategies is -- you know, is really a good way to
15 move from kind of the idea to the action. And it is, you
16 know, big bites for us.

17 But the -- the interesting thing I think was
18 really about the leap of faith of putting this all
19 together so that communities could and would be heard and
20 heard in a different way from I think the way even they
21 were used to being heard, if at all. So I -- I'm very
22 pleased with this.

23 I don't see any questions from the board. Oh,
24 yes. I do.

25 Marlene, go ahead, please.

1 COMMISSIONER ZEPEDA: Thank you, supervisor.
2 Thank you to the Best Start team.

3 I participated in all of your presentations and I
4 just want to commend you for the excellent presentations.
5 I shared this with Kim and John earlier today in our
6 conversation about the program and policy committee, but
7 the idea being that there was a -- a real framework and
8 conceptualization in the way that things were presented I
9 believe to the board. And I really appreciated that. I
10 just -- for those board members that are relatively new,
11 this -- the Best Start initiative is what, Lee, over ten
12 years old?

13 MS. WERBEL: Yes.

14 COMMISSIONER ZEPEDA: This is not something for
15 the faint of heart. This took a long time to develop
16 those relationships. So as funders, we need to be
17 cognizant of that. And when we're talking about systems
18 change, we need to be cognizant of the amount of time it
19 takes. You know, LA County is a very multicultural,
20 multilingual, very highly SES-segregated community, and it
21 takes a lot of heavy lifting to bring everybody to a place
22 of common ground. So this is not something that takes
23 place like overnight or within a short period of time.
24 And it -- it's taken that long to really see the fruits of
25 your labor over time.

1 Joaquin, I want to ask you how old your child is
2 now compared to when you showed him in the picture. He's
3 probably a teenager by now.

4 MR. LEE: Ten.

5 COMMISSIONER ZEPEDA: But I think to be cognizant
6 of that as we think about systems change. And, you know,
7 using that Waters of Change document with the mental
8 models I think that really to me is where the rubber hits
9 the road, is how people, their attitudes and their
10 beliefs, how do we structure this so that it doesn't feel
11 like a zero sum game for different constituencies because
12 we've been so socialized in that regard that it's -- you
13 know, we're not -- we're not trusting of -- of government.
14 We're not trusting of -- of organizations and the
15 community necessarily. So it takes a while for that to --
16 to develop.

17 And so I think that what we're seeing here,
18 hopefully, will be a model going forward, even for other
19 First 5s and for other -- for other initiatives that are
20 focused on systems change.

21 So, again, I congratulate you on all your hard
22 work.

23 SUPERVISOR KUEHL: Thank you very much.

24 Romalis.

25 COMMISSIONER TAYLOR: Thank you, chair -- madam

1 chair.

2 I want to just say thank you. Thank you, Lee.
3 Thank you, Joaquin and all of your team. Finally, we get
4 to see the breadth of work that your team has done with
5 the networks and the community. I thought that bringing
6 this to the commission was finally a proof that we are
7 doing something. And the unique entrepreneurial,
8 innovative, creative things that these networks are doing
9 needs to be continued to elevated. We need to continue to
10 get to the proof of concept and data so we can prove that
11 this is a model that can be replicated and duplicated
12 throughout other -- what do you call it -- in environments
13 with other cities, communities, state, local levels as
14 well.

15 What I was really impressed is how the, you know,
16 networks actually brought together their knowledge to
17 bring in other collaborative partners into this arena,
18 along with maintaining the -- the bottom line is the voice
19 of the people and the community, and that that doesn't get
20 lost. And the proof was all the things they're doing and
21 have done. If you would never have presented it, we
22 wouldn't have known.

23 So I thank you for bringing it forward. I thank
24 you for taking the time to enlighten us as commissioners
25 as to what's being done because it so easily could be

1 dismissed. Trust me. It really can. And so I want you
2 to continue to do that, develop the data, but also get to
3 showing proof of concept as you go along, come back and
4 present that so we can say, hey, this is what we're going
5 to do ratify that model and the sense of, you know, laying
6 it out so others can understand it.

7 I know you spoke in broad terms in more of a
8 systems terms, but simplify this for the community. Make
9 it so that they can understand it so they understand what
10 they're doing in terms that would be more relevant for
11 them. The networks will understand this very simply, but
12 I want the community to understand it. I want you to
13 continue to do that good work and just -- just keep doing
14 it. Good job. Well done. Thank you very much.

15 SUPERVISOR KUEHL: Thank you, Romalis.

16 Karla.

17 COMMISSIONER PLEITEZ HOWELL: Thank you for that
18 presentation and the really remarkable process in pulling
19 together these presentations at the program meetings as
20 seeing the story in a way that's really helpful.

21 The -- the place where my brain keeps going back
22 to is the role of First 5 LA in the moving forward in all
23 this. And there's a few things that stand out in terms
24 of, if we're visioning out a wish list of where we could
25 play a significant role, these are some of them. I think

1 about community leadership and some of the folks that are
2 lifted up as leaders in the community. And the role AP
3 can play to bring in DEI lens.

4 I look at gender in specific communities. In
5 Latino communities, sometimes Latino males are lifted up
6 as leaders when there's lots of women in the community
7 that are leading the work. So looking at all our Best
8 Start communities to see who's being lifted up and these
9 leadership roles on behalf of community with that DEI lens
10 on gender and the important role that AP -- apologies --
11 other meetings also. The important role First 5 LA can
12 play in that. And so that -- that's one piece.

13 The -- the second piece. I was really struck by
14 the presentations in terms of how many consultants are
15 part of the Best Start community. And often they're the
16 ones telling the Best Start story conversation. And that
17 was part of our setup as First 5 LA bringing in technical
18 assistance and having consultants be part of it. I think
19 our next place to push ourselves as First 5 is looking at,
20 when will consultants start sort of stepping back and the
21 leaders that are being created stepping up and how will
22 First 5 LA help with some of those transitions. There are
23 consultants that have community-based organizations in the
24 areas we're looking at. So it might be different, but it
25 is a place that I think we could think a little deeper

1 about.

2 And then the last piece I'll add is around the
3 pandemic. I -- I heard a thread during these
4 presentations of how the pandemic has communities and
5 leadership doing things slightly different. There was
6 wonderful examples of black and brown solidarity circles
7 that didn't happen before the pandemic. And there are
8 pieces of that that I don't know what other themes might
9 exist in all the Best Start communities, but it is a
10 different story that we'll be telling because of this
11 pandemic, so lifting up the opportunity for that.

12 SUPERVISOR KUEHL: Thank you, Karla.

13 I don't see any more requests to speak from the
14 board.

15 Linda, do you see any?

16 THE SECRETARY: I don't see any from the board.

17 SUPERVISOR KUEHL: Okay. Then let me just say
18 kind of in closing, one of the great issues that I think
19 we have faced probably over the last decade as we've tried
20 to do better about the inclusion of people who we're
21 starting now out calling it lived experience, but, you
22 know, talking to and listening to and then working to
23 develop leadership in and then listening to the leadership
24 of parents and residents in each of our Best Start
25 communities is a very, very important thing. And the fact

1 that it wasn't just, let's throw them in the deep end and
2 see what they come up with, but a real collaboration. And
3 sometimes people say, what are all those consultants for
4 and why are all those other people around. But I think
5 what we've learned in many of our own arenas, as well as
6 First 5, is that it is really important to not just
7 empower people but to help them gain the tools in order to
8 use that power. And we've seen in these reports many of
9 those successes, I think. It is not giving them tools.
10 It is helping them to acquire tools. It's different.
11 And because the talent is there but the language is often
12 very different. And, you know, it's a lot of gobbledygook
13 to some people.

14 And I think that the success of these Best Start
15 experiences so far have really been kind of that
16 combination, which as Marlene said, you know, it's not for
17 the faint of heart because we're all going in with kind of
18 a leap of faith.

19 So I want to thank everyone that's been involved
20 so far. I'm very excited about the future of this and the
21 viability of it and the energy of it and the muscle of it
22 and the intertwining trust that it shows.

23 I think that we will want to continue talking
24 about the budget implication here, especially in terms of
25 the communities team developing its budget and refining it

1 and the -- the need for flexibility.

2 Kim has been really great in wanting to budget
3 for things we don't know are coming along so that we can
4 adapt to changing circumstances as many of our Best Start
5 communities have asked us and wanted to take
6 responsibility for doing. So I think that it's really
7 important to continue that flexibility to ensure that the
8 regional network grantees have flexibility as well as the
9 communities and our -- all of our groups to be able to
10 say, this is a new need or an emerging need or an emerging
11 new idea, and see if we can't be agile enough to respond.

12 So thank you so much to Lee to Joaquin, to
13 Freddy, to all of those who participated in this, most
14 especially, of course, to our Best Start communities, our
15 consultants, our parents, our residents, our partners, our
16 really -- our think partners. And very pleased for this
17 presentation.

18 So I think that that is for information only.
19 And we got a lot of good information.

20 So with that, Ms. Vo, were there comments on Item
21 8?

22 THE SECRETARY: I do have one public comment on
23 Item 8.

24 SUPERVISOR KUEHL: Okay.

25 THE SECRETARY: Dear, honorable First 5 LA

1 commissioners. I am writing this letter to support
2 Community Health Council's Best Start Region 2. I believe
3 that this organization created some remarkable changes in
4 systems and policy changes. This year CHC created South
5 LA Decides, which supported our communities of color a
6 chance to be involved and participate by allowing us to
7 vote over the phone, online, or in person in spite of the
8 many challenges this year. The creation of the regional
9 task force where two members of each of the four councils
10 in Region 2 were elected to serve and be the voice and
11 decision makers for the community has empowered us to
12 truly be in partnership with the organization.

13 In conclusion, I deeply support the efforts of
14 the Community Health Council's Best Start Region 2. Their
15 service to our communities is highly appreciated.

16 In the struggle, Bruce A. Boyden.

17 And that's concludes my public comment.

18 SUPERVISOR KUEHL: All right. Thank you very
19 much. Thank you to all those who participated, of which
20 there were many, many, many, many, many. And we'll keep
21 going. This is definitely just a report to us and no slow
22 down in anything we're doing to go forward. So thank you.

23 Let's move then to Item 9, which is a public
24 hearing. I'm not certain whether we need to have any kind
25 of presentation at the public hearing for First 5 LA

1 California's annual report.

2 MS. BELSHE: I believe we have a report before
3 inviting any public comment consistent with best practice.

4 SUPERVISOR KUEHL: All right. Please let's go
5 ahead.

6 MS. BELSHE: Thank you.

7 MS. RYKACZEWSKA: Thank you, honorable chair and
8 Kim. Good afternoon, commissioners, staff, and members of
9 the public.

10 As a condition of receiving Proposition 10
11 tobacco tax funds Proposition, 10 imposes certain annual
12 procedural requirements on each county commission to
13 ensure transparency and accountability across the state.
14 This includes the requirement that the board hold a public
15 hearing at least once a year to review First 5
16 California's annual report, which is the purpose of this
17 agenda item.

18 In your board materials packet is a copy of First
19 5 California's 2019 to 2020 annual report. To generate
20 this report, each county commission was required to submit
21 a summary of revenue and expenditure information,
22 demographics of children and families reach, and county's
23 success stories to First 5 California who then distilled
24 this information into the report.

25 As part of this effort, First 5 LA staff

1 collected and analyzed data in alignment with First 5
2 California's guidance in August and September of 2020.
3 These activities included mapping First 5 LA's
4 programmatic efforts to investment areas defined by First
5 5 California. It is important to note that the First 5
6 California investment areas do not align with the
7 strategies outlined in our current strategic plan and,
8 therefore, provide an additional prospective than our
9 typical approach to telling First 5 LA's story.

10 Staff presented findings at the September 2020
11 executive committee meeting and the October 2020 board of
12 commissioners meeting highlighting that trends aligned
13 with First 5 LA's direction, anchored in systems change.
14 For example, compared to the previous year, the number of
15 providers served through First 5 LA's investments
16 increased almost 600 percent, from just over 2,000 in
17 fiscal year 2018-19 to over 15,000 in fiscal year 19-20.

18 Upon review of these findings, the board approved
19 First 5 LA's submission to First 5 California at the
20 October board of commissioners meeting.

21 And with that background, I will hand it back to
22 Supervisor Kuehl to open up for public comments.

23 SUPERVISOR KUEHL: Thank you very much for that
24 report to ourselves and the public in this public hearing.

25 Ms. Vo, were any public comments submitted on the

1 First 5 Californian annual report?

2 THE SECRETARY: There were no public comments for
3 this item.

4 SUPERVISOR KUEHL: All right. Then I don't have
5 language in front of me, but I assume that I close the
6 public hear; is that correct?

7 MR. STEEL: That's correct.

8 SUPERVISOR KUEHL: And, Craig, is there anything
9 else I have to say about it?

10 MR. STEEL: No. It's just a requirement to hold
11 the public hearing and that's all we have to do.

12 SUPERVISOR KUEHL: All right. Good. Then we
13 have held the public hearing. There were no public
14 comments, and I then close the public hearing.

15 That brings us to the end of agenda. Are there
16 any public comments on items not on the agenda?

17 THE SECRETARY: I do have four public comments
18 for items that are not on the agenda.

19 SUPERVISOR KUEHL: All right. Please go ahead
20 and read them.

21 THE SECRETARY: The first one is Kenneth Carson.
22 I am speaking to the continued issues with South LA
23 Decides. As a community leader, I am disappointed as to
24 the level of community involvement, communication, and
25 support for this community-led initiative. There's no

1 structure in the local council. The organizations that
2 were hired to support the community have been told to
3 stand down when we have two months to produce a plan to
4 implement the disposition of our local funds over
5 \$200,000. The complete failure of outreach to the
6 community, the poorly implemented timing of the processes
7 of SLAD that have caused a low response to the RFP and
8 numerous other issues at the regional level that make
9 South LA Decides decidedly noncommunity-led. Please
10 investigate South LA Decides.

11 The second one is from Phoebe (phonetic)
12 Gonzalez. I'm submitting this public comment on Item 10
13 for Thursday, May 13th, for the First 5 LA board meeting
14 agenda.

15 I agree with the Community Health Council's Best
16 Start Region 2 community change approach. Through the
17 South LA Decides initiative on participatory
18 community-based grant making, we laid the groundwork for
19 creating real and sustainable community change through
20 policy.

21 However, in previous years, community members
22 like myself had been promised community change through
23 small, direct service projects for a select few which,
24 unfortunately, have focused solely on self-serving
25 economic gain. However, through extensive outreach and

1 community organizing, South LA Decides expanded and
2 democratized the funds available for community change so
3 that all south Los Angeles residents could decide and vote
4 on their top funding priorities to address current issues
5 and needs in our communities.

6 The Covid-19 pandemic affected our communities.
7 In the past, some organization applied for available funds
8 and, once awarded, provided mediocre services or fell
9 short of real transformative systems change work where
10 they promised to make changes in our communities that
11 never happened. Since they're now being ask to provide
12 more information about the projects they are going offer
13 out communities and how they're going to manage the funds
14 they receive and to give written, video, and verbal
15 accounts of the changes they are making in our
16 communities, this is the reason why some organizations did
17 not want to continue because they did not want to be
18 accountable to the us for the changes they had made in our
19 community.

20 Based on the fact that before there were
21 different priorities in the west Athens community, those
22 communities view safety and early childhood education.
23 Now there have been many changes that have happened in the
24 community as a result of the pandemic and community's
25 priorities have changed. There's a need to expand funding

1 to other organizations that can empower and help the
2 community. For example, our three region priorities are
3 jobs and fair wages, early childhood education, and food
4 insecurity of which no organization has been able to meet
5 the requirements in our first priority of jobs and fair
6 wages. Given this, we have been working hard to find
7 organizations that can meet the requirements that our
8 communities are clamoring for.

9 We all know that systems change is hard work,
10 requires long hours, and takes time to include the
11 participation of communities. In February, South LA
12 Decides allowed our communities of color the opportunity
13 to vote by phone, online, or in person despite the
14 pandemic. In just five days, 555 residents participated
15 and were asked what they felt were the most important
16 priorities. And based on that, the voice of the community
17 decided on top three priorities of employment and fair
18 wages, early childhood education, and food insecurity.

19 Since March, the resident members of each local
20 council who were chosen about the by the community, the
21 regional task force have met consecutively every Friday
22 and some Tuesdays starting at 4:00 p.m., often talking
23 about the priorities our communities are facing until
24 after 7:00 p.m. to create the foundation, the guardrails,
25 and the framework for the transparent and sustainable

1 distribution of taxpayer dollars.

2 In summary, I have full confidence in the vision
3 and mission being carried out with the regional and local
4 council task force and Community Health Council to fulfill
5 the commitment to achieve First 5 LA's goals of creating
6 sustainable systems change, cultivating true grassroots
7 community, organizing, and mobilizing organizations and
8 communities to drive policy systems change that improves
9 the education and lives of parents, residents, and
10 children zero to five.

11 That concludes the second one.

12 I'll go ahead on to the third one.

13 Dear First 5 LA commissioners. I'm posting this
14 public comment on line Item 10 for today's meeting. I
15 agree with the Community Health Council approach to change
16 -- my apologies. This a repeat of the other one.

17 Dear honorable First 5 commissioners and fellow
18 community member. I support Community Health Council's
19 Best Start Region 2 policy change. In partnership with
20 South LA Decides, the Community Health Council is laying
21 the foundation to create a real and sustainable change in
22 our community through policy.

23 South LA Decides is a community-based grant
24 making initiative designed to ensure that residents in
25 south LA participate in the decision making process to

1 distribute funding to organizations focused on increasing
2 the health and well-being of children ages zero to five.
3 The problem that has plagued our community for so long is
4 a process through which grants are distributed.
5 Organizations would apply for available grant funds and,
6 once rewarded, would deliver lackluster services and fall
7 short of their promises to create effective change in our
8 community.

9 This process for grant monies reserved for only
10 certain organizations has resulted in a dangerous cycle of
11 financial self gain taking precedence of community needs
12 and real transformative systems being put into place.

13 To combat this perilous approach, South LA
14 Decides conducted comprehensive community outreach and
15 organizing to expend and democratize available community
16 grants so that all south LA residents can vote on their
17 top funding priorities. This has helped to better address
18 ongoing issues and needs in our communities. It is
19 evident that creating changes our system is hard work. It
20 requires long hours and it takes time to effectively gain
21 the participation and support from community members.

22 In February South LA Decides gave our communities
23 of color a chance to vote over the phone, online, and in
24 person. In five days of outreach, 555 residents were
25 engaged. Since March our regional task force members have

1 met every Friday for hours at a time, deliberating on key
2 topics in order to create the foundation guardrails and
3 framework for the transparent and sustainable distribution
4 of taxpayer money.

5 This policy change is moving our communities the
6 right direction. I stand with the Community Health
7 Council and I have full confidence that their commitment
8 to achieving First 5 LA's mission to enhance the lives of
9 children zero to five will be actualized through creating
10 sustainable changes in our system, organizing effective
11 grassroots campaign, and mobilizing our tiny community to
12 drive policy change.

13 We invite residents to join our community
14 delegates program which will expand the recruitment of
15 south LA residents to join local meetings and support the
16 regional task force to ensure active participation in June
17 of this year.

18 My ask is that you sign this petition and share
19 it with friends and family and community members.

20 Thank you. From Brianna Maldonado.

21 And let me just get my last one.

22 My name is Rita Espino, and I'm an active member
23 and resident leader within the Broadway-Manchester
24 community of Best Start of which I have been a member for
25 over six years. In addition, I am a member with the Best

1 Start regional task force in Region 2.

2 I want to share that we have been involved in
3 planning process South LA Decides. I want to see
4 long-term projects that have impactful changes in our
5 communities and in Broadway-Manchester. I have waited a
6 long time and I trust that South LA Decides regional and
7 local process will succeed in bringing the necessary
8 changes and managed funds to organizations that will
9 respond to the most important needs and priorities for our
10 community.

11 In the past, some organizations asked us for
12 funds. And when they got them, they provided no services
13 and did not actualize any of the intended work and there
14 was no change in the community.

15 We all know that systems change work is tough,
16 requires long hours and takes time. In February, we
17 launched and supported South LA Decides so that our
18 communities had the opportunity to vote by phone, online,
19 or in person despite the pandemic. We achieved the
20 participation of more than 555 residents in five days.
21 Since March, our regional task force as met consecutively
22 every Friday from 4:00 p.m. Sometimes until 8:00 p.m. to
23 create foundation, the guardrails, and the framework for
24 the transparent and sustainable distribution of money that
25 comes from taxpayers.

1 In summary, I trust the vision and plan of the
2 regional group, local councils, and community health
3 councils to fulfill the commitment to achieve the
4 objectives of First 5 LA of creating sustainable change
5 and that organizations, alongside communities, can drive
6 change that improves lives in south Los Angeles.

7 We want to ask the community to be more patient
8 as the process has been long. We want to achieve an
9 impactful change in the community with the participation
10 of our residents who have worked hard and I am confident
11 we will achieved it. Rita Espino.

12 And that concludes all the public comments
13 received for Item 10.

14 SUPERVISOR KUEHL: Linda, thank you very, very
15 much.

16 I want to thank the commissioners for their
17 attendance at this meeting. I want to thank all the staff
18 who prepared over many hours to bring the information and
19 decisions to the board for this month. And I believe we
20 have concluded our business. And, therefore, with my
21 deepest thanks and wishes for your health and happiness,
22 this meeting adjourned.

23 (At 3:21 PM the meeting was adjourned.)
24
25

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 26th day of May 2021.

DocuSigned by:

Heatherlynn Gonzalez

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CERTIFIED SHORTHAND REPORTER

FOR THE STATE OF CALIFORNIA

FIRST 5 LA

SUBJECT:

Monthly Financial Reports

RECOMMENDATION:

Approval of the monthly financial statements for the months ending April 30, 2021.

BACKGROUND:

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

DISCUSSION:

First 5 LA began the month of April with a cash balance of \$348.6 million. During the month of April, we received \$1.5 million in revenues. The February 2021 tobacco tax revenue does reflect a decrease from the prior months due to proposition 99 backfill and the transfer of the Board of Equalization (BOE) Administration Costs occurring in the same month. We had \$8.2 million in program expenditures, and \$1.3 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$340.6 million.

This report includes detailed financial information for the months ending April 30, 2021. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

- Revenue and Expense Statement: Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of April 30, 2021.
- Detailed operating and program expenditures: Shows expenses against the FY 2020-21 Budget approved on July 9, 2020 and adjusted in March 2021 as well as a report of expenditures related to programs functioning as pass-through agreements.

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
April 30, 2021, Unaudited**

	REVENUES AND EXPENDITURES	
Cash Balance as of March 31, 2021	\$	348,634,997
Revenue		
Monthly State Allotments	\$	1,460,519 (1)
Medi-Cal Administrative Activities (MAA)		-
State Commission - Other Program Funds		(84,532) (2)
Interest Income - Unreserved		158,304
Investment Income - Other		-
Total Revenue	\$	1,534,291
Expenses		
Program Budget (Attachment A)		
2020-2028 Strategic Plan	\$	7,372,724
Legacy Investments		836,327
Total Initiative/Program Expenses	\$	8,209,051
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$	-
Total Pass-Through Expenses	\$	-
Operation and Administration (Attachment C)		
Personnel	\$	963,310
General Operating		228,753
Consultant Services		128,791
Professional Services		27,216
Travel Expenses		-
Professional Development		6,090
Capital Improvements		-
Total Operation and Administration	\$	1,354,159
Total Expenses	\$	9,563,210
Variance (Revenue - Expenses)	\$	(8,028,919)
Cash Balance as of April 30, 2021	\$	340,606,078 (3)

NOTE:

- 1) Tobacco tax revenue for February 2021 reflects a decrease due to the transfer of Board of Equalization (BOE) Administration Costs and Proposition 99 backfill.
- 2) State Commission - Other Program Funds revenue is negative for April 2021 due to reconciliation of Accounts Receivable recorded in fiscal year 19-20.
- 3) Cash Balance excludes fixed assets and liabilities.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2019-20 BUDGET
APRIL 30, 2021, UNAUDITED

INITIATIVE/PROGRAM	FY 2020-21 BUDGET	APRIL EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2020-2028 STRATEGIC PLAN				
Strategic Plan Priority Outcome Areas				
Families	38,218,000	3,648,414	25,781,518	12,436,482
Communities	20,405,000	832,272	7,269,529	13,135,471
Early Care & Education Systems	21,288,000	2,287,818	8,457,399	12,830,601
Health-Related Systems	5,575,000	240,687	1,352,482	4,222,518
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	1,625,000	60,829	946,700	678,300
Communications & Marketing	5,363,000	124,097	2,741,877	2,621,123
County Partnerships	315,000	45,225	195,225	119,775
Strategic Partnership-Cross-Cutting Funder Partnership	692,000	29,399	172,474	519,526
Strategic Partnership-Grantmaking Memberships	41,000	(39,125)	36,230	4,770
Community Engagement and Advocacy	207,000	(9,999)	-	207,000
Integration & Learning				
Communities of Practice	39,000	-	4,999	34,001
Data Development and Integration	727,000	22,149	401,875	325,125
Data Partnership with Funders	850,000	-	-	850,000
Dissemination	20,000	-	-	-
Impact Framework	125,000	-	43,426	81,574
Knowledge Management	25,000	-	-	25,000
Learning Plan Development	100,000	-	-	100,000
Program Evaluation	2,366,000	130,958	694,372	1,671,628
Staff Capacity Building	75,000	-	-	75,000
Subtotal 2020-2028 Strategic Plan	98,056,000	7,372,724	48,098,106	49,862,894
LEGACY INVESTMENTS				
Baby Friendly Hospitals	128,200	8,862	85,538	42,662
Little by Little/One Step Ahead	3,105,000	827,465	2,009,412	1,095,588
Subtotal Legacy Investments	3,233,200	836,327	2,094,950	1,138,250
Emerging Opportunities Fund	215,000			215,000
TOTAL	101,504,200	8,209,051	50,193,056	51,001,144

The FY 2020-21 program budget reflects the mid-year budget adjustments approved on March 11, 2021.

NOTES -PROGRAM EXPENDITURES BY FY 2020-21 BUDGET:

Journal entries for FY 2019-20 accrued expenses were reversed in July 2020. The amounts reported are the actual program expenditures for April 2021.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
EXPENDITURES - PASS-THROUGH
APRIL 30, 2021, UNAUDITED

Attachment B

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

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
APRIL 30, 2021, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	APRIL ACTUAL	FISCAL YTD ACTUAL	FY 2020-21 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	809,723	11,028,155	13,722,800	2,694,645
Fringe Benefits	153,588	2,580,600	4,081,895	1,501,295
Total Personnel Services	963,310	13,608,755	17,804,695	4,195,940
General Operating Expenses				
ADP Payroll Charges	2,460	27,469	40,000	12,531
Workers Compensation Insurance	-	60,927	61,000	73
Utilities	14,385	91,055	145,000	53,945
Corporate Insurance	-	100,278	101,000	722
Mileage, Parking and Other Transportation	-	256	34,670	34,414
Telephones	-	23,731	70,000	46,269
Cell Phones & Mobile Devices	9,150	95,850	167,400	71,550
Outside Printing & Publishing	-	202	3,600	3,398
Other Supplies	-	-	10,250	10,250
Postage & Delivery	1,643	4,516	13,200	8,684
Educational Supplies	159	1,006	2,900	1,894
Office Supplies	1,131	19,436	77,570	58,134
Subscriptions & Publication	2,010	21,359	28,240	6,881
Equipment-Rents & Leases	3,085	17,304	27,000	9,696
Building Repair & Maintenance	24,351	100,106	150,000	49,894
Equipment Repair & Maintenance	140	140	12,000	11,860
Offsite Storage	3,748	30,738	29,550	(1,188)
Hardware & Software Maintenance	166,241	248,034	470,730	222,696
Miscellaneous/Contingency	-	1,588	95,000	93,412
Internal Meeting	250	1,351	95,000	93,649
Divisional Capacity Building	-	2,100	75,000	72,900
Total General Operating Expenses	228,753	847,447	1,709,110	861,663
Consultant Services				
Consultant Fees	67,083	463,037	1,418,725	955,688
Other Professional Fees	61,708	260,165	350,500	90,335
External Reviewers	-	-	3,000	3,000
Total Consultant Services	128,791	723,202	1,772,225	1,049,023
Professional Services				
Audit	-	58,130	90,000	31,870
Legal Fees	18,439	93,699	150,000	56,301
Professional Dues	1,789	75,291	119,818	44,527
Staff Recruitment	2,733	5,232	10,000	4,768
Commission Stipends	2,850	18,600	25,000	6,400
Web-Based Services	1,405	22,647	48,000	25,353
Bank & Other Service Charges	-	5,302	35,000	29,698
Total Professional Services	27,216	278,901	477,818	198,917
Travel Expenses				
Airfare	-	-	10,500	10,500
Lodging	-	-	6,000	6,000
Per Diem	-	-	4,125	4,125
Other Travel Expense	-	86	19,925	19,839
Total Travel Expenses	-	86	40,550	40,464
Professional Development				
Training Material & Supplies	-	80	11,300	11,220
Internal Training	-	-	91,000	91,000
Leadership Programs	-	14,005	48,500	34,495
Conference Registrations	5,100	24,463	142,650	118,187
External Education/Training	990	5,213	65,900	60,687
Total Professional Development	6,090	43,761	359,350	315,589
Capital Improvements				
Capital Outlay (Equipment Purchases)	-	625	144,500	143,875
Total Capital Improvements	-	625	144,500	143,875
TOTAL OPERATING EXPENSES	1,354,159	15,502,778	22,308,248	6,805,470

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

The FY 2020-21 operating budget reflects the mid-year budget adjustments approved on March 11, 2021.

**Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
APRIL 30, 2021 Unaudited**

Current Assets:

Cash	\$ (1,036,813)
Cash- Morlin Mgmt Corp	91,619
Investment:	
Operating and Allocated funds	326,584,292
Advance - Regional Network (RN)	1,916,757
Advance - Various	4,380,528
Other Receivables	(189)
Total Current Assets	\$ 331,936,193

Fixed Assets:

Land	\$ 2,039,000
Building & Improvements	12,076,512
Furniture & Fixtures	627,671
Computer, Software & Accessories	2,039,785
Office Equipment	331,033
Accumulated Depreciation	(6,485,968)
Total Fixed Assets	\$ 10,628,033

Total Assets	\$ 342,564,226

Liabilities and Net Assets

Current liabilities:

Other Liabilities	\$ 191,382	(1)
Total Current Liabilities	\$ 191,382	

Net Assets:

Investment in capital assets	\$ 10,628,033
Restricted	331,744,812
Total Net Assets	\$ 342,372,845

Total Liabilities and Net Assets	\$ 342,564,226

NOTES:

(1) Other Liabilities include accounts payable, and other related liabilities.

First 5 LA

SUBJECT:

Contracts for approval

RECOMMENDATION:

Approve 43 renewals and two amendments and authorize staff to complete final execution of the agreements upon approval from the Board.

BACKGROUND:

First 5 LA's proposed programmatic budget for FY 2021-22 totals \$92,304,000 and the approved operating budget totals \$21,992,168. Funding for the renewing agreements and amendments are included in the FY 21-22 budget which is being presented under agenda item 5. For contracts that span fiscal years, the estimated spending amount for each fiscal year will be included in First 5 LA's annual budgets for approval. Pursuant to contract terms, if the Commission does not appropriate funds for the agreement in future fiscal years, First 5 LA may terminate the agreement. Upon approval of the agreements presented below and the approval of the FY 21-22 Budget, staff will complete final execution.

There are **43 renewals** for approval. Contractors and grantees are proposed for renewals to continue or complete a multiyear project or initiative. A description of each contractor and grantee's project and scope of work for FY 21-22 is provided in Attachment A. Staff analyzed the progress of each contractor and grantee and determined whether these contractors and grantees are making or will be expected to make satisfactory progress towards completion of the objectives in the current agreement by the contract expiration date. This information can be found in the last column of Attachment A.

There are **eight renewals** under the Communities Team:

- One renewal is with The Advancement Project to strengthen the data infrastructure needed to support the ongoing systems change priorities of the Best Start regional and local networks, First 5 LA's strategic plan implementation, and the Best Start Learning Agenda within the 14 Best Start geographic areas through an equity and racial justice lens. During FY 20-21, the Contractor, in partnership with First 5 LA staff and the Regional Network Grantees, provided additional data analysis through the development of an updated data collection tool (version 2.0 of the Data Narrative), and lifted up community priorities. Additionally, the Contractor engaged across First 5 LA to seek content expertise around ECE facilities and African American families in LA County to further refine aspects of data. The primary goal for FY 21-22 will be the development of the public facing Data Narrative tool, the socialization of version 2.0 across First 5 LA staff to achieve strategic priority 3 (Expand Influence and Impact with Data) of the Strategic Plan, and strengthen the next version of the Data Narrative.
- One renewal is with the Southern California Center For Nonprofit Management to implement the Optimizing Organizational Capacity (OOC) in Best Start Networks Project, which seeks to strengthen the capacity of nonprofit organizations actively participating within each of the 14 Best Start community geographies to more effectively function as a network of diverse partners to influence policy and systems level change within the local and regional Best Start networks and the larger social ecosystem. During FY 20-21, the Contractor, in partnership with First 5 LA and the Regional Network Grantees (RNGs), co-designed and developed technical assistance (TA) plans for each of the 5 Best Start regions, and a Cross-Regional TA plan grounded on the specific needs of each region. The Contractor also provided TA to

approximately 50 nonprofits from across the Best Start Regions and throughout Los Angeles County. In FY21-22, the primary goals will be to continue to provide in-depth capacity strengthening that is responsive to the needs of nonprofits ranging from organizational development to advocacy and DEI related needs. The Contractor will also expand its outreach to strengthen engagement and inclusion of smaller/grassroots and Black/Indigenous/People of Color led organizations within the OOC project; continue to strengthen relationships with the RNGs to support the implementation of OOC project; and be more engaged in field building and efforts that further strengthen the nonprofit sector within Los Angeles County and the Best Start Networks.

- One renewal is with Engage R&D, Inc. to co-design, plan, facilitate, and support continuous improvement of the Communities of Practice (CoP) project for representatives of the five Best Start Regional Network Grantees (RNGs) and First 5 LA. Through CoP, the RNGs and First 5 LA will learn together, assess progress, foster collective accountability, and inform approaches to address critical issues and opportunities emerging in the work. The scope of work for this project includes codesigning and facilitating up to 20 virtual and/or in-person sessions, documenting and disseminating key learnings, and continuous improvement of CoP. During FY20-21, the Contractor facilitated the exploration of Diversity, Equity, Inclusion, Anti-Racism, and dismantling Anti-Blackness (DEIAA) topics to deepen the knowledge of RNGs and to create a safe space to share regional practices. The primary goals for FY21-22 will be for the RNGs & First 5 LA to seek to learn together, assess progress, foster collective accountability, and co-design approaches to address critical and complex community issues that affect children and families.
- There are five renewals with Regional Network Grantees (RNGs). The purpose of the Best Start investment is to cultivate strong, collaborative Community Partnerships with parents, residents, organizations and key leaders so that together, they can be a powerful catalyst in achieving and sustaining positive outcomes for children and families in their communities. Regional Network Grantees (RNGs), with local network subcontractors, coordinate the operational support for the Best Start Community Partnerships. In FY 20-21, the RNGs supported the refinement of community change agendas prioritizing issues impacting children and families in collaboration with the Best Start Partnerships, supported the regional network development, leveraged community identified project funds to support rapid response during COVID crisis, supported community engagement and system change training across ecosystem partners, and participated in the community of practice to support and share learnings with other grantees. In FY 21-22, to support the growth and vision of the community change and systems change work, the RNGs and its network partners will leverage resources to organize and activate systems change opportunities and will develop resource mobilization and sustainability strategies. The following grantees are recommended for renewal: Children's Bureau of Southern California, Community Health Councils, Inc., El Nido Family Centers, Long Beach Nonprofit Partnership, Inc., and Para Los Niños.

There are **six renewals** under the Early Care & Education Team:

- One renewal is with Los Angeles County Office of Education (LACOE) to provide support to underserved child care settings (e.g., Family, Friend, and Neighbor, Family Child Care Home, and non-state funded centers) to receive quality improvement services in alignment with the Quality Counts California Local Consortia and Partnership Grant. In FY20-21, LACOE continued its work in administering all of QSLA's programmatic efforts, including management of the day-to-day work conducted by QSLA's implementation partners, Child360 and the Child Care Alliance of Los Angeles (CCALA). In addition, LACOE managed all state-required data collection efforts and reporting requirements, ensuring that the obligations established under the Quality Counts California joint RFA were met on behalf of the Los Angeles regional consortium.

- One renewal is with Los Angeles Unified School District to implement the Kindergarten Readiness Assessment initiative. In FY 20-21, the contractor measured the school readiness of children entering kindergarten. Furthermore the contractor engaged stakeholders around results for systems change. The Contractor will continue to 1) Collect Early Development Instrument (EDI) data to assess kindergarten readiness of children in the community; 2) Strengthen school district and community agency staff capacity to support systems change; 3) Build capacity of stakeholders to understand and act on the EDI results in FY21-22.
- One renewal is with Child Care Alliance of Los Angeles (CCALA) to manage the Early Care and Education (ECE) Workforce Registry (Registry), which is a mechanism for generating, maintaining, and disseminating data and information and professional development, educational accomplishments, and employment of the ECE workforce. During FY 20-21, the Contractor operated and managed system development and expansion of the Registry in L.A. County. Registry staff collected and updated qualifications of existing staff in the Registry and additional early childhood workforce members reached through the planned expansion of Quality Start Los Angeles (QSLA). The Contractor supported developing a cost model and enhancements to the Registry's data quality assurance practices which enhanced the Registry's sustainability efforts in seeking other local and state funding supports. In FY 21-22, the Contractor will continue to operate and manage the Registry for LA County's ECE workforce. The Contractor will also continue the development of a cost model and enhancement of the Registry's data quality assurance practices.
- One renewal is with VIVA Strategy and Communications, LLC to support our work (utilizing funding from First 5 CA and CDE) to continue moving forward with Quality Start Los Angeles (QSLA), Los Angeles County's local Quality Rating and Improvement System. The Contractor's primary role will continue to be meeting facilitation of key QRIS stakeholders. Through June 2022, the Contractor will assist with a number of tasks related to IMPACT 2020 and the broader Quality Counts California work, including project management, preparing materials for and facilitating QRIS Architects meetings, establishing a new singular governance structure, and more. In FY21-22, the Contractor will continue to facilitate meetings of the QSLA Funders Circle and Leadership Council, assist with QSLA data visualization efforts, assist with process automation, and continue working to establish parent and provider survey panels to facilitate real-time feedback from parents and providers to support QSLA programmatic implementation.
- One renewal is with Los Angeles County Office of Education (LACOE) to administer the common Quality Rating and Improvement Systems (QRIS) data system (iPinwheel) for Los Angeles County. In FY20-21, the Contractor managed a subcontract with Early Quality Systems (EQS), the data system vendor which owns iPinwheel, and provided appropriate staffing to manage the database, providing the necessary support for countywide partners interfacing with iPinwheel. iPinwheel provides a common place to collect various types of data, across multiple partners, and from multiple funding streams, in one central place. iPinwheel is also a repository of data used to comply with reporting requirements to Quality Counts California (QCC) through the Common Data Elements file submission process, which is the annual report of site-level common data to the state. In FY21-22, The Contractor will continue to administer the contract for the Quality Rating and Improvement System (QRIS) data system (iPinwheel) for LA County, including appropriate staffing to manage the database and providing the necessary support for countywide partners interfacing with iPinwheel.
- One renewal is with Los Angeles County Office of Education (LACOE) to provide a variety of quality improvement services in a variety of ECE settings, including centers, family child care home, and family, friend and neighbor care. In FY 20-21, the Contractor supported

QSLA's goal of providing a variety of quality improvement services (including coaching, training and technical assistance, and professional development) in a variety of ECE settings, including centers, family child care home, and family, friend and neighbor care. The Contractor also provided quality improvement services to licensed ECE providers within Los Angeles County in accordance with the guidelines established by the QCC Local Consortia and Partnership Grants using the model defined by the application submitted to the state by Los Angeles County. In FY21-22, the Contract will continue the work of FY 20-21 as outlined in the joint application to Quality Counts California, with a specific focus on the recruitment and retention of home-based providers to participate in QSLA's fundamental quality supports model.

There are **three renewals** under the Family Supports Team:

- One renewal is with Netchemistry, Inc., to oversee the development and management of the Stronger Families Database, which is utilized by the Welcome Baby and Select Home Visiting grantees to track data, develop reports and support case management activities. In FY 20-21, the Contractor successfully made database revisions requested by program models and funders and maintained ongoing functionality and reporting ability for users. The Contractor will continue these services in FY21-22.
- One renewal is with Dignity Community Care to be the Family Strengthening Oversight Entity through the LA Best Babies Network. The Contractor provides oversight to the Welcome Baby and Select Home Visiting grantees, including coordination of training, monitoring fidelity to home visiting program models, technical assistance, database support, and provision of program materials. In FY 20-21, the Contractor completed two cohort trainings, one of which required a rapid transition to a virtual platform, provided ongoing database and program technical assistance, and continued coordination efforts with multiple funders to ensure standardized program implementation. In FY 21-22 the Contractor will continue to provide oversight and assistance to Welcome Baby and Select Home Visiting grantees and coordination efforts to support standardized implementation.
- One renewal is with American Institutes for Research in the Behavioral Sciences to design and conduct the Welcome Baby Impact Evaluation. The primary goals of the evaluation are to address questions in the Home Visiting Learning Agenda, specifically: 1) Determine the impact of Welcome Baby on maternal and child outcomes, 2) Determine whether the impact of the Welcome Baby program varies across maternal risk levels (as assessed by the Modified Bridges for Newborns Screening Tool), 3) Identify variation in the impact of the Welcome Baby program across demographic subgroups, 4) Understand the outcomes of women who participated prenatally in Welcome Baby. In FY 20-21, the Contractor worked with Welcome Baby hospital Institutional Review Boards obtaining approvals at six Welcome Baby hospitals and finalized recruitment training materials. Additionally, the Contractor worked with First 5 LA to revise Welcome Baby consent forms. In FY 21-22, the Contractor is to enroll 840 women in the study. The Contractor is expected to conduct the first wave of primary data collection to capture maternal and child experiences and outcomes at 5- to 7-weeks after birth.

There are **thirteen renewals** under the Health Systems Team:

- One renewal is with Los Angeles County Department of Public Health to serve as the organizing entity and co-implementer of Help Me Grow - Los Angeles (HMG-LA) and is tasked with building out the necessary foundational infrastructure for HMG-LA. During this past contract period, DPH secured a contract with a client management system, is in the process of hiring staff to operate the Centralize Access Point and has worked in partnership with F5LA and HMG LA's two advisory councils to finalize content for the HMG LA website. In FY 21-22, the Grantee will soft-launch HMG-LA's Centralized Access Point/Website, further develop and refine a data and evaluation strategy, and further implement a communications strategy.

- One renewal is with Olive View-UCLA Education & Research Institute to address the needs of children and youth who are affected by developmental and behavioral challenges as well as toxic stress. This program funds a position to establish and roll out data collection workflow and management and develop referral pathways and make community connections within the Strong, Healthy and Resilient Kids (SHARK) Program within the Los Angeles County Department of Health Services (DHS). During FY20-21, the Contractor hired a specialist who began drafting monthly data reports, finalized workflows, and compiled resource listings. During this contract period, the Contractor will continue to build referral pathways in the community and will use data to inform programmatic decisions.
- There are five renewals with First Connections grantees. Since January 2014, the First Connections initiative implements innovative approaches for community-based providers to embed developmental screening and strengthen referral processes within their practices. The goal is to better identify children with or at risk for developmental delays and connect them and their families to culturally and linguistically appropriate early intervention services and supports as early as possible. In FY 20-21, the grantee continued to successfully screen children for developmental delays and link them to services as appropriate, often using in-kind funds. Beginning with the last grant period, the project moved to a new phase with the goal of exploring the impact and effectiveness of care coordination. The following grantees are recommended for renewal: Allies for Every Child, Inc., Foothill Family Services, AltaMed Health Services Corporation, Pediatric & Family Medical Center, and Northeast Valley Health Corporation.
- There are five renewals with Help Me Grow Los Angeles (HMG LA) Pathways grantees. HMG LA Pathways is focused on strengthening and expanding referral pathways within a place-based community setting to ensure all children identified with a delay or at risk of delay can effectively access appropriate and timely services. The Grantees, serving as the Unifying Agencies in partnership with a collaborative of agencies, will identify, implement and refine strategies to better connect children to EII services and supports within their geographic region over a three-year time period. During FY 20-21, the Grantees engaged in planning approaches with their collaborative partners. In FY 21-22, the Grantees will conduct the second phase of the project, which is centered on implementation of those approaches. The following grantees are recommended for renewal: Child Care Resource Center, Children's Bureau of Southern California, Westside Regional Center, Public Health Foundation Enterprises, Inc., and South Central Los Angeles Regional Center for Developmentally Disabled Persons, Inc.
- One renewal is with VIVA Strategy and Communications, LLC, to serve as the Technical Assistance (TA) provider, who provides EII expertise, supports capacity building needs and program implementation of up to seven (7) Unifying Agencies within the designated HMG LA Pathways communities, and is responsible for the evaluation component for the project to capture learning and improve project implementation. During FY20-21, the Contractor developed a TA plan based on community needs and began planning for the evaluation by walking Pathways grantees through logic modeling and partnership mapping. In FY 21-22, the Contractor will continue providing TA to Pathways grantees based on areas the grantees identified and will finalize and implement an evaluation plan. The HMG LA Pathways investment focuses on strengthening and expanding referral pathways within a place-based community setting to ensure all children identified with a developmental or behavioral delay or at risk of delay can effectively access appropriate timely services. HMG LA Pathways offers an opportunity to strengthen key components across systems providing early identification and intervention (EII) services over a three-year time period.

There are **six renewals** under the Office of Communications:

- One renewal is with the University of Southern California to support the Center for Health Reporting at USC Schaeffer Center to continue to examine as many as 6 in-depth projects per year, different critical aspects of early childhood development and the health status of the youngest, most vulnerable populations of California. These projects will be published and/or broadcast in partnership with various L.A. County and California news media organizations, including large and small newspapers, online and hyperlocal/community/ethnic news media, and amplified across a variety of digital and social media. During the current contract period, coverage highlights include an article on the rise of gestational diabetes in pregnant women in the San Jose Mercury News, a story on Native American families underserved and largely ignored by health systems in The Fresno Bee, and a feature story on how children with developmental delays have been lost during the pandemic for The Sacramento Bee. During FY 21-22, reporting will continue to focus on the impact of the COVID-19 pandemic on health systems serving families and young children and what will post-pandemic care look like across the state.
- One renewal is with Pacific Oaks Education Corporation to continue its Early Childhood Journalism Fellowship at Pacific Oaks College & Children's School. This Fellowship includes access to its faculty experts, educational events, community presentations, and sister colleges in fields of study such as law, health, nursing, and psychology. This Fellowship is a continuation of First 5 LA's overarching communication investment strategy to contribute to the production and placement of impactful reporting on early childhood development to build public will and engage decision makers on issues affecting young children. During the current contract period, coverage highlights include a series of stories featured on KCRW (NPR affiliate) including a story on baby and toddler safety at day care centers during the pandemic, an additional piece on why some Black and Latinx families lose access to nature during the pandemic for, and a feature on the home visiting program Shields for Families serving South LA families. During FY 21-22, reporting will continue to focus on the impact of the COVID-19 pandemic on child care and what access to will look like for families post-pandemic.
- One renewal is with Barú Advertising, Inc. to provide social media and digital marketing services, specifically 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. This includes creative asset production, paid media strategy, content strategy and planning, online community management and general account management, as well as the ability to measure and report on the impact of executed strategies and tactics. During the current contract period, the contractor has developed and implemented an ongoing paid media strategy for First 5 LA social media channels, , as well as developed an ongoing editorial content calendar, managed community engagement across all channels, started audits of newsletters, researched the user experience on both the main and parenting website to provide recommendations for improvements, and proactively presented digital campaign ideas, all of which will be implemented in FY 21-22.
- One renewal is with Bumpercar, Inc. to complement existing integrated communications campaigns and initiatives, and develop new campaigns and initiatives that inform, educate and encourage target audiences to take action and influence changes in behavior and beliefs. The scope of work includes, but is not limited to, graphic design for print, digital, social media and presentations, photography, photo cataloging and organization, videography, film editing, audio production, and post-production and related services.
- One renewal is with Rescue Agency Public Benefit, LLC to provide integrated communications and marketing services, specifically to help build engagement, trust with target audiences and

support our advocacy efforts. This includes development of data-driven, research-based creative concepts, including development of awareness and education campaigns, in partnership with OGAPP and Center Teams, to elevate systemic issues. Rescue Agency, in partnership with subcontractor Allison+Partners will also focus on earned media relations and public relations strategic insight and message development to frame the importance of systems change work and reach target audiences which are currently identified as California and L.A. County policy and decision-makers, parents and caregivers, the general public, community members and partners. In FY 20-21, the contractor completed the onboarding process, presented research capabilities and developed an earned media strategy which will be fully implemented in FY 21-22 along with planning and execution of issue-based campaigns focused on systems changes.

- One renewal is with Advantage Color Graphics to continue the printing and delivery of direct mail marketing campaigns and print jobs on an as-needed basis for First 5 LA internal and external Marketing purposes, as needed throughout FY 21-22. A campaign-specific direct mail marketing strategy will focus on different parenting topics every quarter and align with the 2020-2028 Strategic Plan's focus on parent "demand-building" strategies. These direct mailings will target "hard-to-reach" communities and be distributed across Los Angeles County to targeted households with families including children age 5 and under in specific zip codes.

There are **two renewals** under the Office of Data for Action:

- One renewal is with Public Health Foundation Enterprises, Inc. to provide comprehensive data about the low-income young children and their families in L.A. County. In FY20-21, the WIC Data Mining Partnership completed data collection and analysis of the 2020 WIC Survey and began comparison group data collection in support of the Welcome Baby Study. In FY 21-22, the WIC Data Mining Research Partnership with Contractor will (i) continue data collection with WIC comparison group participants for the Welcome Baby Study, (ii) support development of First 5 LA's Data Strategy, (iii) leverage WIC administrative data in direct response to First 5 LA learning priorities and information needs, (iv) refine the WIC data website to be more responsive to regular information needs, and (v) outreach to First 5 LA's key partners in order to further leverage WIC data in LA County.
- One renewal is with University of Southern California to support the Children's Data Network, a data and research collaborative focused on the linkage and analysis of administrative records. In partnership with public agencies, philanthropic funders, and community stakeholders, we seek to generate knowledge and advance evidence-rich policies that will improve the health, safety, and well-being of our children. In FY 20-21, Contractor provided technical assistance to First 5 LA, L.A. County Public Agency Partners, and state agencies to support policy and practice change, facilitated access to linked data through Record Reconciliation and the Research Data Hub, and generated research in response to First 5 LA learning priorities. In FY 21-22, the CDN will (i) provide technical assistance to improve system-specific data infrastructure in the ECE, Home Visiting, and Child Protection systems, (ii) expand cross-system data infrastructure through state and county linked data, (iii) support the development and implementation of First 5 LA's Data Strategy, and (iv) support use of early childhood data and research at the local, state, and federal levels.

There are **two renewals** under the Office of Government Affairs and Public Policy:

- One renewal is with Council for Strong America, to work collaboratively with contractor through their ReadyNation California initiative to further First 5 LA's business sector strategy to educate business leaders on the importance of strengthening early childhood supports/programs within the business community in the LA county region. A strategic partnership with ReadyNation will support their growth in California (ReadyNation California), with a specific focus on building

networks of business leaders in Los Angeles County to educate and amplify the business voice on effective early childhood policies and programs.

- One renewal is with Barbara Masters to train staff and partners in systems and policy change best practices and provide technical assistance for specific systems and policy change projects. During its current contract, Contractor guided the Office of the Government Affairs and Public Policy through the development of its first Policy Agenda document guiding the team's policy priorities in 2017 and thereafter. The contract amendment will focus on 2022 annual Policy Agenda development and will continue to focus on providing advice and consultation to First 5 LA's Office of Government Affairs and Public Policy and Executive Team on an as needed basis, related to policy and systems change organizational needs, programmatic development, implementation, and evaluation related to the implementation of the 2020-2028 Strategic Plan. In FY 21-22, the Contractor will focus on ongoing annual Policy Agenda development as well as other activities aligned with First 5 LA's 2020-2028 Strategic Plan.

There are **three renewals** under the Center for Operational Excellence:

- One renewal is with Modis, Inc. to provide staffing assistance to the Information Technology Team with knowledgeable and experienced IT service providers. Funding under this item will cover IT staffing and resources needed to cover IT vacancies, consulting costs associated with projects identified and approved by the IT Governance process, the Capital Improvement Project including the network redesign and hardware upgrade, First 5 LA Helpdesk, and the IT Strategic Plan Assessment and Analysis. Under the existing contract, Modis provided ongoing support and coordination, ensuring proper implementation of new technology, project management, maintenance and troubleshooting of existing systems.
- One renewal is with Morlin Asset Management, LP to provide facility management services for First 5 LA. Services including building management and maintenance, handling room reservations, providing reception, general stocking of supplies, parking management, postage machine updates, handling office placement and staff requests, talent management, contract services, and other facilities-related work as assigned. In FY 21-22 the contractor will continue to provide facility management services including work related to Covid-19.
- One renewal is with Image Property Services to perform janitorial services for the First 5 LA office building located in the Union Station campus in downtown Los Angeles at 750 N Alameda Street, Los Angeles, CA 90012. Janitorial services are needed to maintain a clean, healthy, safe and orderly workspace for First 5 LA employees and visitors.

There are **two amendments** for approval under the Center Support Team.

- One is with Health Management Associates, Inc. to provide technical expertise, assistance and support to the Family Supports and Health Systems Departments in several areas including partnership development, sustainability strategy development and fund leveraging, particularly with LA County departments and health plans. The requested amendment in the amount of \$120,000 through June 30, 2022 will permit the Contractor to continue providing technical expertise, assistance and support to the First 5 LA Family Supports and Health Systems Teams and others as requested in several areas including partnership development, sustainability strategy development and fund leveraging.
- One is with Jennifer Kent Consulting to provide technical assistance and specialized consultation services to First 5 LA associated with Med-iCal managed care and creating partnerships with health care plans and providers. This includes recommendations on

methodology and approach to ensure that First 5 LA's methodology for calculating a proposed case rate or a per member per month rate for home visiting to Promise is accurate, comprehensive, and consistent with accepted Medi-Cal practices. The requested amendment in the amount of \$34,800 will permit Contractor to continue to provide specialized consultation services to First 5 LA associated with developing partnerships with Medi-Cal managed care plans.

DISCUSSION:

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

Attachment A
June 2021

	RENEWALS										
	DEPARTMENT	TEAM/ INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
1	Communities Team	Communities/ Supporting the Emergence of Movements/ Network Knowledge Development and Dissemination	<u>THE ADVANCEMENT PROJECT (#10174)</u> The purpose of this project is to strengthen the data infrastructure needed to support the ongoing systems change priorities of the Best Start regional and local networks, First 5 LA's strategic plan implementation, and the Best Start Learning Agenda within the 14 Best Start geographic areas through an equity and racial justice lens. During FY 20-21, the Contractor, in partnership with First 5 LA staff and the Regional Network Grantees, provided additional data analysis through the development of an updated data collection tool (version 2.0 of the Data Narrative), and lifted up community priorities. Additionally, the Contractor engaged across First 5 LA to seek content expertise around ECE facilities and African American families in LA County to further refine aspects of data. The primary goal for FY 21-22 will be the development of the public facing Data Narrative tool, the socialization of version 2.0 across First 5 LA staff to achieve strategic priority 3 (Expand Influence and Impact with Data) of the Strategic Plan and strengthen the next version of the Data Narrative. On April 11, 2019, the Board approved a Strategic Partnership with the Contractor through June 2021 for an amount up to \$250,000. On June 11, 2020, the Board approved an amendment to the Strategic Partnership for an additional \$700,000 through June 2023 for a total project cost of \$950,000. Funding for this contract will be included in the budget for FY21-22, which is scheduled for approval at the June 10, 2021 Board of Commissioners meeting.	Strategic Partnership	4 years, 2 months	\$950,000	\$225,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2023	Yes 92
2	Communities Team	Communities/ Supporting the Emergence of Movements/ Network Capacity Strengthening	<u>SOUTHERN CALIFORNIA CENTER FOR NONPROFIT MANAGEMENT (#10230)</u> The Contractor implements the Optimizing Organizational Capacity (OOC) in Best Start Networks Project, which seeks to strengthen the capacity of nonprofit organizations	RFP	2 years, 1 month	\$850,005	\$367,300 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2022	Yes

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

			actively participating within each of the 14 Best Start community geographies to more effectively function as a network of diverse partners to influence policy and systems level change within the local and regional Best Start networks and the larger social ecosystem. During FY 20-21, the Contractor, in partnership with First 5 LA and the Regional Network Grantees (RNGs), co-designed and developed technical assistance (TA) plans for each of the 5 Best Start regions, and a Cross-Regional TA plan grounded on the specific needs of each region. The Contractor also provided TA to approximately 50 nonprofits from across the Best Start Regions and throughout Los Angeles County. In FY21-22, the primary goals will be to continue to provide in-depth capacity strengthening that is responsive to the needs of nonprofits ranging from organizational development to advocacy and DEI related needs. The Contractor will also expand its outreach to strengthen engagement and inclusion of smaller/grassroots and Black/Indigenous/People of Color led organizations within the OOC project; continue to strengthen relationships with the RNGs to support the implementation of OOC project; and be more engaged in field building and efforts that further strengthen the nonprofit sector within Los Angeles County and the Best Start Networks. Funding for this contract will be included in the budget for FY21-22, which is scheduled for approval at the June 10, 2021 Board of Commissioners meeting.								93
The purpose of the Best Start investment is to cultivate strong, collaborative Community Partnerships with parents, residents, organizations and key leaders so that, together, they can be a powerful catalyst in achieving and sustaining positive outcomes for children and families in their communities. Regional Network Grantees (RNGs), with local network subcontractors, coordinate the operational support for the Best Start Community Partnerships. In FY 20-21, the RNGs supported the refinement of community change agendas prioritizing issues impacting children and families in collaboration with the Best Start Partnerships, supported the regional network development, leveraged community identified project funds to support rapid response during COVID crisis, supported community engagement and system change training across ecosystem partners, and participated in the community of practice to support and share learnings with other grantees. In FY 21-22, to support the growth and vision of the community change and systems change work, the RNGs and their network partners will leverage resources to organize and activate systems change opportunities and will develop resource mobilization and sustainability strategies. On May 11, 2017, the Board approved the new support structure for the Best Start Community Partnerships at a cost not to exceed a total of \$15.5 million annually for all RNGs. The total annual cost for FY21-22 will be \$14,890,830. Funding for this contract will be included in the budget for FY21-22, which is scheduled for approval at the June 10, 2021 Board of Commissioners meeting. The following grantees are recommended for renewal: Children's Bureau of Southern California, Community Health Councils, Inc., El Nido Family Centers, Long Beach Nonprofit Partnership, Inc., and Para Los Ninos.											
3	Communities Team	Communities/ Supporting the Emergence of Movements/ Region 2: South LA Regional Network	<u>COMMUNITY HEALTH COUNCILS, INC. (#10062)</u>	RFP	10 years, 2 months	\$38,301,528	\$4,513,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2028	Yes

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

4	Communities Team	Communities/ Supporting the Emergence of Movements/ Region 1: Central-East Regional Network	<u>PARA LOS NIÑOS (#10064)</u>	RFP	10 years, 2 months	\$31,821,781	\$3,953,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2028	Yes
5	Communities Team	Communities/ Supporting the Emergence of Movements/ Region 4: Port Cities Regional Network	<u>LONG BEACH NONPROFIT PARTNERSHIP, INC. (#10067)</u>	RFP	10 years, 2 months	\$19,297,811	\$2,380,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2028	Yes
6	Communities Team	Communities/ Supporting the Emergence of Movements/ Region 3: SFV Regional Network	<u>EL NIDO FAMILY CENTERS (#10075)</u>	RFP	10 years, 2 months	\$16,587,241	\$2,082,830 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2028	Yes
7	Communities Team	Communities/ Supporting the Emergence of Movements/ Region 5: AV Regional Network	<u>CHILDREN'S BUREAU OF SOUTHERN CALIFORNIA (#10076)</u>	RFP	10 years, 2 months	\$15,730,360	\$1,962,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2028	Yes
8	Communities Team	Communities/ Supporting the Emergence of Movements/ Network Capacity Strengthening	<u>ENGAGE R&D, INC. (#10245)</u> The Contractor will co-design, plan, facilitate, and support continuous improvement of the Communities of Practice (CoP) project for representatives of the five Best Start Regional Network Grantees (RNGs) and First 5 LA. Through CoP, the RNGs and First 5 LA will learn together, assess progress, foster collective accountability, and inform approaches to address critical issues and opportunities emerging in the work. The scope of work for this project includes codesigning and facilitating up to 20 virtual and/or in-person sessions, documenting and disseminating key learnings, and continuous improvement of CoP. During FY20-21, the Contractor facilitated the exploration of Diversity, Equity, Inclusion, Anti-Racism, and dismantling Anti-Blackness (DEIAA) topics to deepen the knowledge of RNGs and to create a safe space to share regional practices. The primary goals for FY21-22 will be for the RNGs & First 5 LA to seek to learn together, assess progress, foster collective accountability, and co-design approaches to address critical and complex community issues that affect children and families.	RFQ	3 years	\$524,830	\$174,915 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2023	94 Yes

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

			Funding for this contract will be included in the budget for FY21-22, which is scheduled for approval at the June 10, 2021 Board of Commissioners meeting.								
9	Early Care and Education Team	ECE \ Quality Improvement System \ ECE Workforce Registry	<u>CHILD CARE ALLIANCE OF LOS ANGELES (CCALA) (#08503)</u> The Contractor manages the ECE Workforce Registry (Registry), which is a mechanism for generating, maintaining, and disseminating data and information and professional development, educational accomplishments, and employment of the ECE workforce. During FY 20-21, the Contractor operated and managed system development and expansion of the Registry in L.A. County. Registry staff collected and updated qualifications of existing staff in the Registry and additional early childhood workforce members reached through the planned expansion of Quality Start Los Angeles (QSLA). The Contractor supported developing a cost model and enhancements to the Registry's data quality assurance practices which enhanced the Registry's sustainability efforts in seeking other local and state funding supports. In FY 21-22, the Contractor will continue to operate and manage the Registry for LA County's ECE workforce. The Contractor will also continue the development of a cost model and enhancement of the Registry's data quality assurance practices. The Board approved the establishment of a four-year Strategic Partnership with the Contractor for \$2,000,000 on May 16, 2013. On March 9, 2017, the Board approved a three-year amendment to the Strategic Partnership and an additional \$2,000,000 for a total project cost of \$4,000,000. On June 11, 2020, the Board approved another amendment to the Strategic Partnership for an additional \$1,700,000 through June 30, 2023. Funding for this contract will be included in the budget for FY21-22, which is scheduled for approval at the June 10, 2021 Board of Commissioners meeting.	Strategic Partnership	9 years, 11 months	\$5,700,000	\$640,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2023	Yes 95
10	Early Care and Education Team	ECE \ Quality Improvement System \ VIVA Social Impact Partners	<u>VIVA STRATEGY AND COMMUNICATIONS, LLC (#09123)</u> The Contractor supports our work (utilizing funding from First 5 CA and CDE) to continue moving forward with Quality Start Los Angeles (QSLA), Los Angeles County's local Quality Rating and Improvement System. The	Procurement Exception	7 years, 4 months	\$2,498,650	\$200,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2023	Yes

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

			Contractor's primary role will continue to be meeting facilitation of key QRIS stakeholders. Through June 2022, the Contractor will assist with a number of tasks related to IMPACT 2020 and the broader Quality Counts California work, including project management, preparing materials for and facilitating QRIS Architects meetings, establishing a new singular governance structure, and more. In FY21-22, the Contractor will continue to facilitate meetings of the QSLA Funders Circle and Leadership Council, assist with QSLA data visualization efforts, assist with process automation, and continue working to establish parent and provider survey panels to facilitate real-time feedback from parents and providers to support QSLA programmatic implementation. The Contractor supports our work (utilizing funding from First 5 CA and CDE) to continue moving forward with Quality Start Los Angeles (QSLA), Los Angeles County's local Quality Rating and Improvement System. The Contractor's primary role will continue to be meeting facilitation of key QRIS stakeholders. Through June 2022, the Contractor will assist with a number of tasks related to IMPACT 2020 and the broader Quality Counts California work, including project management, preparing materials for and facilitating QRIS Architects meetings, establishing a new singular governance structure, and more. In FY21-22, the Contractor will continue to facilitate meetings of the QSLA Funders Circle and Leadership Council, assist with QSLA data visualization efforts, assist with process automation, and continue working to establish parent and provider survey panels to facilitate real-time feedback from parents and providers to support QSLA programmatic implementation. Funding for this contract will be included in the budget for FY 21-22 at the June 10, 2021 Commission meeting.								96
11	Early Care and Education Team	ECE \ Quality Improvement System \ QSLA Database	<u>LOS ANGELES COUNTY OFFICE OF EDUCATION (LACOE) (#09543)</u> The Contractor administers the common Quality Rating and Improvement Systems (QRIS) data system (iPinwheel) for Los Angeles County. In FY20-21, the Contractor managed a subcontract with Early Quality Systems (EQS), the data system vendor which owns iPinwheel, and provided appropriate staffing to manage the database, providing the necessary support for	Strategic Partnership	6 years	\$4,300,000	\$600,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2023	Yes

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

			countywide partners interfacing with iPinwheel. iPinwheel provides a common place to collect various types of data, across multiple partners, and from multiple funding streams, in one central place. iPinwheel is also a repository of data used to comply with reporting requirements to Quality Counts California (QCC) through the Common Data Elements file submission process, which is the annual report of site-level common data to the state. In FY21/22 The contractor will continue to administer the contract for the Quality Rating and Improvement System (QRIS) data system (iPinwheel) for LA County, including appropriate staffing to manage the database and providing the necessary support for countywide partners interfacing with iPinwheel. The Board approved the establishment of a three-year Strategic Partnership with the Contractor for \$2,500,000 on June 8, 2017. On June 11, 2020 the Board approved the amendment to the Strategic Partnership for an additional \$1,800,000 through June 2023 for a total project cost of \$4,300,000. Funding for this contract will be included in the budget for FY21-22, which is scheduled for approval at the June 10, 2021 Board of Commissioners meeting.								
12	Early Care and Education Team	ECE \ Quality Improvement System \ QSLA Expansion IMPACT 1	<u>LOS ANGELES COUNTY OFFICE OF EDUCATION (#10239)</u> The Contractor was selected through First 5 LA's Quality Start Los Angeles (QSLA) Service Expansion Request for Qualifications. The project allows First 5 LA to provide support to underserved child care settings (e.g., Family, Friend, and Neighbor, Family Child Care Home, and non-state funded centers) to receive quality improvement services in alignment with the Quality Counts California Local Consortia and Partnership Grant. In FY20-21, LACOE continued its work in administering all of QSLA's programmatic efforts, including management of the day-to-day work conducted by QSLA's implementation partners, Child360 and the Child Care Alliance of Los Angeles (CCALA). In addition, LACOE managed all state-required data collection efforts and reporting requirements, ensuring that the obligations established under the Quality Counts California joint RFA were met on behalf of the Los Angeles regional consortium. In FY21-22, the Contractor will continue the work of FY 20-21 as outlined in the joint application to Quality Counts California, with a specific focus on the recruitment and	RFQ	2 years	\$4,200,000	\$2,100,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2022	97 Yes

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

			retention of home-based providers to participate in QSLA's fundamental model. Funding will be included in the budget for FY 21-22 at the June 10, 2021 Commission meeting.								
13	Early Care and Education Team	ECE \ Quality Improvement System \ IMPACT 2020	<u>LOS ANGELES COUNTY OFFICE OF EDUCATION (#10271)</u> The Contractor supports Quality Start Los Angeles' (QSLA') goal of providing a variety of quality improvement services in a variety of ECE settings, including centers, family child care home, and family, friend and neighbor care. In FY 20-21, the Contractor supported QSLA's goal of providing a variety of quality improvement services (including coaching, training and technical assistance, and professional development) in a variety of ECE settings, including centers, family child care home, and family, friend and neighbor care. The Contractor also provided quality improvement services to licensed ECE providers within Los Angeles County in accordance with the guidelines established by the QCC Local Consortia and Partnership Grants using the model defined by the application submitted to the state by Los Angeles County. In FY21-22, the Contract will continue the work of FY 20-21 as outlined in the joint application to Quality Counts California, with a specific focus on the recruitment and retention of home-based providers to participate in QSLA's fundamental quality supports model. On November 12, 2020, the Board approved a Strategic Partnership with the Los Angeles County Office of Education through June 30, 2023 for a total project cost of \$6,349,422. Funding for this contract will be included in the budget for FY21-22, which is scheduled for approval at the June 10, 2021 Board of Commissioners meeting.	Strategic Partnership	3 years	\$6,349,422	\$1,944,214 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2023	Yes 98
14	Early Care and Education Team	ECE \ County Systems Building \ Kindergarten Readiness Assessment	<u>LOS ANGELES UNIFIED SCHOOL DISTRICT (#10010)</u> The Contractor implements the Kindergarten Readiness Assessment initiative. In FY 20-21 the contractor measured the school readiness of children entering kindergarten. Furthermore, the contractor engaged stakeholders around results for systems change. The Contractor will continue to 1) Collect Early Development Instrument (EDI) data to assess kindergarten readiness of children in the community; 2) Strengthen school district and community agency staff capacity to support systems	Strategic Partnership	5 years, 7 months	\$21,937,057	\$2,194,176 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2022	Yes

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

			change; 3) Build capacity of stakeholders to understand and act on the EDI results in FY21-22. The Board approved the establishment of a Strategic Partnership with the Contractor and seven other organizations for a total of \$2M on October 12, 2017. On November 8, 2018 the Board approved the amendment to the Strategic Partnership for an additional \$2,720,000 through June 2020 for a total project cost of \$2,810,000. On June 13, 2019 the Board approved another amendment to the Strategic partnership for an additional \$3,04,998 for a total project cost of \$6,514,998. On September 9, 2020 the Board approved another amendment to the Strategic Partnership for an additional \$18,000,999 through June 30, 2023 for a total project cost not to exceed \$21,937,057. Funding for this contract will be included in the budget for FY21-22, which is scheduled for approval at the June 10, 2021 Board of Commissioners meeting.								
15	Family Supports Team	Families \ Home Visiting \ Stronger Families Database	<u>NETCHEMISTRY, INC. (#08359)</u> The Contractor oversees the development and management of the Stronger Families Database, which is utilized by the Welcome Baby and Select Home Visiting grantees to track data, develop reports and support case management activities. In FY 20-21, the Contractor successfully made database revisions requested by program models and funders and maintained ongoing functionality and reporting ability for users. The Contractor will continue these services in FY21-22. On January 13, 2011, the Board approved the countywide universal assessment program for parents at the birth of their child, including the Welcome Baby database. Funding for this contract will be included in the budget for FY21-22, which is scheduled for approval at the June 10, 2021 Board of Commissioners meeting.	RFQ	9 years, 5 months	\$4,937,712	\$649,200 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2022	99 Yes
16	Family Supports Team	Families \ Home Visiting \ Family Strengthening Oversight Entity	<u>DIGNITY COMMUNITY CARE (#08426)</u> The Contractor is the Family Strengthening Oversight Entity through the LA Best Babies Network. The Contractor provides oversight to the Welcome Baby and Select Home Visiting grantees, including coordination of training, monitoring fidelity to home visiting program models, technical assistance, database support, and provision of program materials. In FY 20-21 the Contractor completed two cohort trainings, one of which required a rapid transition to a virtual platform, provided ongoing database and program technical assistance, and continued coordination efforts with multiple funders to ensure standardized program implementation. In FY 21-22 the Contractor will continue to provide oversight and	RFQ	9 years, 2 months	\$30,865,613	\$3,839,431 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2022	Yes

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			assistance to Welcome Baby and Select Home Visiting grantees and coordination efforts to support standardized implementation. Funding will be included in the budget for FY 21-22 at the June 10, 2020 Commission meeting. On September 9, 2010, the Board approved the home visitation models and overall approach. Funding for this contract will be included in the budget for FY21-22, which is scheduled for approval at the June 10, 2021 Board of Commissioners meeting.								
17	Family Supports Team	Families \ Home Visiting \ Welcome Baby Impact Study	<u>AMERICAN INSTITUTES FOR RESEARCH IN THE BEHAVIORAL SCIENCES (#09176)</u> The Contractor designs and conducts the Welcome Baby Impact Evaluation. The primary goals of the evaluation are to address questions in the Home Visiting Learning Agenda, specifically: 1) Determine the impact of Welcome Baby on maternal and child outcomes, 2) Determine whether the impact of the Welcome Baby program varies across maternal risk levels (as assessed by the Modified Bridges for Newborns Screening Tool), 3) Identify variation in the impact of the Welcome Baby program across demographic subgroups, 4) Understand the outcomes of women who participated prenatally in Welcome Baby. In FY 20-21, the Contractor worked with Welcome Baby hospital Institutional Review Boards obtaining approvals at six Welcome Baby hospitals and finalized recruitment training materials. Additionally, the Contractor worked with First 5 LA to revise Welcome Baby consent forms. In FY 21-22, the Contractor is to enroll 840 women in the study. The Contractor is expected to conduct the first wave of primary data collection to capture maternal and child experiences and outcomes at 5- to 7-weeks after birth. Funding will be included in the budget for FY 21-22 at the June 10, 2021 Commission meeting. On September 11, 2014, the Board approved the Welcome Baby Evaluation. Funding for this contract will be included in the budget for FY21-22, which is scheduled for approval at the June 10, 2021 Board of Commissioners meeting.	RFP	7 years	\$4,664,000	\$1,626,098.76 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2022	100 Yes
Since January 2014, the First Connections initiative implements innovative approaches for community-based providers to embed developmental screening and strengthen referral processes within their practices. The goal is to better identify children with or at risk for developmental delays and connect them and their families to culturally and linguistically appropriate early intervention services and supports as early as possible. In FY 20-21, the grantee continued to successfully screen children for developmental delays and link them to services as appropriate, often using in-kind funds. Beginning with the last grant period, the project moved to a new phase with the goal of exploring the impact and effectiveness of care coordination. On September 8, 2011, the Board approved a \$900,000 commitment for the Ensuring Identification and Intervention- Autism and Other Developmental Delays Initiative. On May 16, 2013, the Board approved a motion to approve an additional \$1.6 million allocation (for a new total of \$2.5 million) over three years for up to six grants to augment First 5 LA's investment in early identification and autism spectrum disorders and other developmental delays. On March 10, 2016, the Board approved additional funding for \$1.25 million, for a revised allocation of \$3.75 million. On November 9, 2017, the Board approved an extension of First Connections for an additional 2 years through June 30, 2020, for an amount not to exceed \$1.9 million. On July 6, 2020, the Board approved 90-day COVID-19 related additional funding and term											

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extensions through September 30, 2020 (Item 6B1). The total annual cost for FY21-22 will be \$535,625. Funding will be included in the budget for FY 21-22 at the June 10, 2021 Board of Commissioners meeting. The following grantees are recommended for renewal: Allies for Every Child, Inc., Foothill Family Services, AltaMed Health Services Corporation, Pediatric & Family Medical Center, and Northeast Valley Health Corporation.

18	Health Systems Team	Health Systems/ Early Identification and Intervention/ First Connections	<u>ALLIES FOR EVERY CHILD, INC. (#00836)</u>	RFP	8 years, 6 months	\$969,358	\$100,000 Estimated FY 21-22 Spending \$80,000 Assigned for FY 21-22 Impact to FY 22-23 Budget \$20,000 Committed for FY 22-23	7/1/2021	9/30/2022	9/30/2022	Yes
19	Health Systems Team	Health Systems/ Early Identification and Intervention/ First Connections	<u>FOOTHILL FAMILIY SERVICES (#00837)</u>	RFP	8 years, 6 months	\$1,049,179	\$115,500 Estimated FY 21-22 Spending \$92,400 Impact to FY 22-23 Budget \$23,100	7/1/2021	9/30/2022	9/30/2022	101 Yes
20	Health Systems Team	Health Systems/ Early Identification and Intervention/ First Connections	<u>ALTAMED HEALTH SERVICES CORPORATION (#00838)</u>	RFP	8 years	\$1,043,449	\$100,000 Estimated FY 21-22 Spending \$80,000 Impact to FY 22-23 Budget \$20,000	7/1/2021	9/30/2022	9/30/2022	Yes
21	Health Systems Team	Health Systems/ Early Identification and Intervention/ First Connections	<u>PEDIATRIC & FAMILY MEDICAL CENTER (#00839)</u>	RFP	8 years, 6 months	\$1,042,156	\$100,000 Estimated FY 21-22 Spending	7/1/2021	9/30/2022	9/30/2022	Yes

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							\$80,000 Assigned for FY 21-22 Impact to FY 22-23 Budget \$20,000 Committed for FY 22-23				
22	Health Systems Team	Health Systems/ Early Identification and Intervention/ First Connections	<u>NORTHEAST VALLEY HEALTH CORPORATION (#00840)</u>	RFP	8 years 6 months	\$1,024,650	\$120,125 Estimated FY 21-22 Spending \$96,100 Assigned for FY 21-22 Impact to FY 22-23 Budget \$24,025 Committed for FY 22-23	7/1/2021	9/30/2022	9/30/2022	Yes 102
23	Health Systems Team	Health Systems / Early Identification and Intervention/ Help Me Grow	<u>LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH (#10056)</u> The Grantee is the organizing entity and co-implementer of Help Me Grow - Los Angeles (HMG-LA) and is tasked with building out the necessary foundational infrastructure for HMG-LA. During this past contract period, DPH secured a contract with a client management system, is in the process of hiring staff to operate the Centralize Access Point and has worked in partnership with F5LA and HMG LA's two advisory councils to finalize content for the HMG LA website. In FY 21-22, the Grantee will soft-launch HMG-LA's Centralized Access Point/Website, further develop and refine a data and evaluation strategy, and further implement a communications strategy. On November 9, 2017, the Board approved the establishment of a Strategic Partnership (initially without	Strategic Partnership	5 years	\$10,100,000	\$1,622,576 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2023	Yes

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			funding) with the Grantee to serve as the organizing entity for HMG LA. The Board approved a clarifying amendment to the Strategic Partnership with the Grantee on May 10, 2018, for \$10.1 million over five years. Funding will be included in the budget for FY 21-22 at the June 10, 2021 Board of Commissioners meeting.								
24	Health Systems Team	Health Systems/ Early Identification and Intervention/ Help Me Grow	<u>OLIVE VIEW-UCLA EDUCATION & RESEARCH INSTITUTE, INC. (#10244)</u> This program addresses the needs of children and youth who are affected by developmental and behavioral challenges as well as toxic stress.This program funds a position 1) to establish and roll out data collection workflow and management and 2) to develop referral pathways and make community connections within the Strong, Healthy and Resilient Kids (SHARK) Program within the Los Angeles County Department of Health Services (DHS). During FY20-21, the Contractor hired a specialist who began drafting monthly data reports, finalized workflows, and compiled resource listings. During FY21-22 the Contractor will continue to build referral pathways in the community and will use data to inform programmatic decisions. On July 9, 2020, the Board approved the establishment of a 3-year Strategic Partnership with the Contractor for \$310,500. Funding will be included in the budget for FY 21-22 at the June 10, 2021 Board of Commissioners meeting.	Strategic Partnership	3 years	\$310,500	\$103,500 Assigned for FY 21-22	7/1/2021	6/30/2022	7/31/2023	Yes 103
HMG LA Pathways is focused on strengthening and expanding referral pathways within a place-based community setting to ensure all children identified with a delay or at risk of delay can effectively access appropriate and timely services. The Grantees, serving as the Unifying Agencies in partnership with a collaborative of agencies, will identify, implement and refine strategies to better connect children to EII services and supports within their geographic region over a three-year time period. During FY 20-21, the Grantees engaged in planning approaches with their collaborative partners. In FY 21-22, the Grantees will conduct the second phase of the project, which is centered on implementation of those approaches. The total annual cost for FY21-22 will be \$1,149,212. Funds will be included in the budget for FY21-22 at the June 10, 2021 Board of Commissioners meeting. The following grantees are recommended for renewal: <u>Child Care Resource Center</u> , <u>Children's Bureau of Southern California</u> , <u>Westside Regional Center</u> , <u>Public Health Foundation Enterprises, Inc.</u> , and <u>South Central Los Angeles Regional Center for Developmentally Disabled Persons, Inc.</u>											
25	Health Systems Team	Health Systems/ Early Identification and Intervention/ Help Me Grow	<u>CHILD CARE RESOURCE CENTER (#10249)</u> .	RFP	3 years	\$450,000	\$248,656 Assigned for FY 21-22	7/1/2021	6/30/2022	9/30/2023	Yes
26	Health Systems	Health Systems/ Early	<u>CHILDREN'S BUREAU OF SOUTHERN CALIFORNIA</u>	RFP	3 years	\$450,000	\$225,000	7/1/2021	6/30/2022	9/30/2023	Yes

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	Team	Identification and Intervention/ Help Me Grow	<u>(#10250)</u>				Assigned for FY 21-22				
27	Health Systems Team	Health Systems/ Early Identification and Intervention/ Help Me Grow	<u>WESTSIDE REGIONAL CENTER (#10251)</u>	RFP	3 years	\$450,000	\$224,106 Assigned for FY 21-22	7/1/2021	6/30/2022	9/30/2023	Yes
28	Health Systems Team	Health Systems/ Early Identification and Intervention/ Help Me Grow	<u>PUBLIC HEALTH FOUNDATION ENTERPRISES, INC. (#10252)</u>	RFP	3 Years	\$450,000	\$225,000 Assigned for FY 21-22	7/1/2021	6/30/2022	9/30/2023	Yes
29	Health Systems Team	Health Systems/ Early Identification and Intervention/ Help Me Grow	<u>SOUTH CENTRAL LOS ANGELES REGIONAL CENTER FOR DEVELOPMENTALLY DISABLED PERSONS, INC. (#10253)</u>	RFP	3 Years	\$450,000	\$226,450 Assigned for FY 21-22	7/1/2021	6/30/2022	9/30/2023	Yes 104
30	Health Systems Team	Health Systems/ Early Identification and Intervention/ Help Me Grow	<u>VIVA STRATEGY AND COMMUNICATIONS, LLC (#10258)</u> The HMG LA Pathways investment focuses on strengthening and expanding referral pathways within a place-based community setting to ensure all children identified with a developmental or behavioral delay or at risk of delay can effectively access appropriate timely services. HMG LA Pathways offers an opportunity to strengthen key components across systems providing early identification and intervention (EII) services over a three-year time period. The Contractor serves as the TA Provider, who provides EII expertise, supports capacity building needs and program implementation of up to seven (7) Unifying Agencies within the designated HMG LA Pathways communities, and is responsible for the evaluation component for the project to capture learning and improve project implementation. During FY20-21, the Contractor developed a TA plan based on community needs and began planning for the evaluation by walking	RFQ	3 Years	\$600,000	\$210,000 Assigned for FY 21-22	7/1/2021	6/30/2022	10/31/2023	Yes

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			Pathways grantees through logic modeling and partnership mapping. In FY 21-22, the Contractor will continue providing TA to Pathways grantees based on areas the grantees identified and will finalize and implement an evaluation plan. Funds will be included in the budget for FY21-22 at the June 10, 2021 Board of Commissioners meeting.								
31	Office of Communications	Office of Communications/ Strategic Communications Partnerships	UNIVERSITY OF SOUTHERN CALIFORNIA (#09482) The Contractor's Center for Health Reporting at USC Schaeffer Center for Health Policy and Economics (Center) will continue to examine, through as many as 6 in-depth projects per year, different critical aspects of early childhood development and the health status of the youngest, most vulnerable populations of California. These projects will be published and/or broadcast in partnership with various L.A. County and California news media organizations, including large and small newspapers, online and hyperlocal/community /ethnic news media, and amplified across a variety of digital and social media. During the current contract period, coverage highlights include an article on the rise of gestational diabetes in pregnant women in the <i>San Jose Mercury News</i>, a story on Native American families underserved and largely ignored by health systems in <i>The Fresno Bee</i>, and a feature story on how children with developmental delays have been lost during the pandemic for <i>The Sacramento Bee</i>. During FY 21-22, reporting will continue to focus on the impact of the COVID-19 pandemic on health systems serving families and young children and what post-pandemic care will look like across the state. The Board approved the establishment of a 3-year Strategic Partnership with the Contractor on May 11, 2017 for \$375,000. The board approved an amendment to the Strategic Partnership for an additional \$250,000 through June 2022 for a total project cost of \$625,000 at the June 11, 2020 Board meeting.	Strategic Partnership	5 years	\$625,000	\$125,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2022	105 Yes
32	Office of Communications	Office of Communications/ Strategic Communications Partnerships	PACIFIC OAKS EDUCATION CORPORATION (#10085) The Contractor will continue its Early Childhood Journalism Fellowship at Pacific Oaks College & Children's School. This Fellowship includes access to its faculty experts, educational events, community presentations, and sister colleges in fields of study such as law, health, nursing, and psychology. This Fellowship is a continuation of First 5 LA's overarching	Strategic Partnership	4 years, 1 month	\$656,000	\$164,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2022	Yes

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			communication investment strategy to contribute to the production and placement of impactful reporting on early childhood development to build public will and engage decision makers on issues affecting young children. During the current contract period, coverage highlights include a series of stories featured on KCRW (NPR affiliate) including a story on baby and toddler safety at day care centers during the pandemic, an additional piece on why some Black and Latinx families lose access to nature during the pandemic for, and a feature on the home visiting program Shields for Families serving South LA families. During FY 21-22, reporting will continue to focus on the impact of the COVID-19 pandemic on child care and what access to will look like for families post-pandemic The Board approved the establishment of a two-year Strategic Partnership with the Contractor for \$328,000 on May 10, 2018. Staff amended the Strategic Partnership for an additional \$328,000 through June 2022 for a total project cost of \$656,000 at the June 11, 2020 Board meeting. Funding will be included in the budget for FY 21-22 at the June 10, 2021 Commission meeting.								106
33	Office of Communications	Office of Communications/ Strategic Communications	BARÚ ADVERTISING, INC (#10255) The Contractor will continue to provide social media and digital marketing services, specifically 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. This includes creative asset production, paid media strategy, content strategy and planning, online community management and general account management, as well as the ability to measure and report on the impact of executed strategies and tactics. During the current contract period, the contractor has developed and implemented an ongoing paid media strategy for First 5 LA social media channels, Facebook, Twitter and Instagram, as well as developed an ongoing editorial content calendar, managed community engagement across all channels, and started audits of newsletters, researched the user experience on both the main and parenting website to provide recommendations for improvements, and proactively presented digital	RFQ	4 years, 9 months	\$4,000,000	\$862,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2025	Yes

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			campaign ideas, all of which will be implemented in FY 21-22. Funding is included in the budget for FY 21-22 which will be presented for approval at the June 10, 2021 Commission meeting.								
34	Office of Communications	Office of Communications/ Strategic Communications	<u>BUMPERCAR, INC. (#10261)</u> This contract will complement existing integrated communications campaigns and initiatives, and develop new campaigns and initiatives that inform, educate and encourage target audiences to take action and influence changes in behavior and beliefs. The scope of work includes, but is not limited to, graphic design for print, digital, social media and presentations, photography, photo cataloging and organization, videography, film editing, audio production, and post-production and related services. Funding is included in the budget for FY 21-22 which will be presented for approval at the June 10, 2021 Commission meeting.	RFQ	4 years, 8 months	\$1,525,000	\$325,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2025	Yes
35	Office of Communications	Office of Communications/ Strategic Communications	<u>RESCUE AGENCY PUBLIC BENEFIT, LLC (#10270)</u> The Contractor will continue to provide integrated communications and marketing services, specifically to help build engagement, trust with target audiences and support our advocacy efforts. This includes development of data-driven, research-based creative concepts, including development of awareness and education campaigns, in partnership with OGAPP and Center Teams, to elevate systemic issues. Rescue Agency, in partnership with subcontractor Allison+Partners will also focus on earned media relations and public relations strategic insight and message development to frame the importance of systems change work and reach target audiences which are currently identified as California and L.A. County policy and decision-makers, parents and caregivers, the general public, community members and partners. During the current contract period, the contractor completed onboarding process, presented research capabilities and developed an earned media strategy which will be fully implemented in FY 21-22 along with planning and execution of issue-based campaigns focused on systems changes upon completion of internal workplanning.	RFQ	4 years, 8 months	\$5,600,000	\$988,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2025	107 Yes

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			Funding is included in the budget for FY 21-22 which will be presented for approval at the June 10, 2021 Commission meeting.								
36	Office of Communications	Office of Communications / Strategic Marketing	<u>ADVANTAGE COLOR GRAPHICS (#10272)</u> The Contractor will continue the printing and delivery of direct mail marketing campaigns and print jobs on an as-needed basis for First 5 LA internal and external Marketing purposes, as needed throughout FY 21-22. A campaign-specific direct mail marketing strategy will focus on different parenting topics every quarter and align with the 2020-2028 Strategic Plan's focus on parent "demand-building" strategies. These direct mailings will target "hard-to-reach" communities and be distributed across Los Angeles County to targeted households with families including children age 5 and under in specific zip codes. Funding is included in the budget for FY 21-22 which will be presented for approval at the June 10, 2021 Commission meeting.	RFQ	4 years, 6 months	\$404,207	\$345,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2025	Yes
37	Office of Data for Action	Office of Data for Action (79%) & Families (21%) / Data Partnership (79%) & Families (21%) / WIC Data Mining Partnership (79%) & Welcome Baby Impact Study (21%)	<u>PUBLIC HEALTH FOUNDATION ENTERPRISES, INC. (#07030)</u> The primary goal of the project is to provide comprehensive data about the low-income young children and their families in L.A. County. In FY20-21, the WIC Data Mining Partnership completed data collection and analysis of the 2020 WIC Survey and began comparison group data collection in support of the Welcome Baby Study. In FY 21-22, the WIC Data Mining Research Partnership with Contractor will (i) continue data collection with WIC comparison group participants for the Welcome Baby Study, (ii) support development of First 5 LA's Data Strategy, (iii) leverage WIC administrative data in direct response to First 5 LA learning priorities and information needs, (iv) refine the WIC data website to be more responsive to regular information needs, and (v) outreach to First 5 LA's key partners in order to further leverage WIC data in LA County. The partnership with PHFE for the Data Mining project has been a long-standing project that began prior to the current strategic plan. On October 8, 2015, the Board approved an extension of the Strategic Partnership to extend the project for five years to coincide with the 2015-20 Strategic Plan. The project length indicated in the table	Strategic Partnership	8 years	\$4,034,205	\$447,998 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2023	108 Yes

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			refers to the term of the project beginning with the 2015-2020 Strategic Plan. Staff amended the Strategic Partnership for an additional \$1,700,000 through June 2023 for a total project cost of \$4,034,205 at the June 11, 2020 Board meeting, Agenda Item 2C. Funding is included in the budget for FY 21-22 which will be presented for approval at the June 10, 2021 Commission meeting.								
38	Office of Data for Action	Office of Data for Action/ Children's Data Network (CDN)	<u>UNIVERSITY OF SOUTHERN CALIFORNIA (#08576)</u> The Children's Data Network is a data and research collaborative focused on the linkage and analysis of administrative records. In partnership with public agencies, philanthropic funders, and community stakeholders, we seek to generate knowledge and advance evidence-rich policies that will improve the health, safety, and well-being of our children. In FY 20-21, the CDN provided technical assistance to First 5 LA, L.A. County Public Agency Partners, and state agencies to support policy and practice change, facilitated access to linked data through Record Reconciliation and the Research Data Hub, and generated research in response to First 5 LA learning priorities. In FY 21-22, the CDN will (i) provide technical assistance to improve system-specific data infrastructure in the ECE, Home Visiting, and Child Protection systems, (ii) expand cross-system data infrastructure through state and county linked data, (iii) support the development and implementation of First 5 LA's Data Strategy, and (iv) support use of early childhood data and research at the local, state, and federal levels. On October 14, 2010, the Board approved a motion to help create a countywide Data Partnership focused on increasing access to timely and accurate data and improving outcomes for families with young children with an initial investment of \$5 million. Funding is included in the budget for FY 21-22 which will be presented for approval at the June 10, 2021 Commission meeting.	RFP	11 years, 8 months	\$7,538,238	\$850,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2022	109 Yes
39	Office of Government Affairs and Public Policy	Office of Government Affairs & Public Policy/ Organizational Memberships and Stakeholder Engagement Efforts	<u>COUNCIL FOR STRONG AMERICA (#10166)</u> The goal of the program is to work collaboratively with contractor through their ReadyNation California initiative to further First 5 LA's business sector strategy to educate business leaders on the importance of strengthening early childhood supports/programs within the business community in the LA county region.	Strategic Partnership	3 years, 2 months	\$224,757	\$75,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2022	Yes

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			A strategic partnership with ReadyNation will support their growth in California (ReadyNation California), with a specific focus on building networks of business leaders in Los Angeles County to educate and amplify the business voice on effective early childhood policies and programs. In June 2020, the board approved an amendment to the Strategic Partnership (initial Strategic Partnership was under \$75K) for an additional \$150,000 through June 2022 for a total project cost of \$224,757. Funding will be included in the budget for FY 21-22 at the June 10, 2021 Commission meeting.								
40	Office of Government Affairs and Public Policy	Office of Government Affairs & Public Policy/ Strategic Plan Advocacy Strategies	<u>BARBARA MASTERS (#09554)</u> The Contractor will continue to train staff and partners in systems and policy change best practices and provide technical assistance for specific systems and policy change projects. During its current contract, Contractor guided the Office of the Government Affairs and Public Policy through the development of its first Policy Agenda document guiding the team's policy priorities in 2017 and thereafter. The contract amendment will focus on 2022 annual Policy Agenda development and will continue to focus on providing advice and consultation to First 5 LA's Office of Government Affairs and Public Policy and the Executive Team on an as needed basis, related to policy and systems change organizational needs, programmatic development, implementation, and evaluation related to the implementation of the 2020-2028 Strategic Plan Funding is included in the budget for FY 21-22 which will be presented for approval at the June 10, 2021 Commission meeting.	Procurement Exception	6 years	\$720,000	\$150,000 Assigned for FY 21-22	7/1/2021	06/30/2022	06/30/2024	110 Yes
41	Information Technology	Internal Operations/Information Technology	<u>MODIS, INC (#10185)</u> The contractor will continue to provide staffing assistance to the Information Technology Team, with knowledgeable and experienced IT service providers. Funding under this item will cover IT staffing and resources needed to cover IT vacancies, consulting costs associated with projects identified and approved by the IT Governance process,	RFQ	5 Years	\$2,024,900	\$300,000 Assigned for FY 21-22	7/1/2021	06/30/2022	06/30/2024	Yes

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			the Capital Improvement Project including the network redesign and hardware upgrade, First 5 LA Helpdesk, and the IT Strategic Plan Assessment and Analysis. Under the existing contract, Modis provided ongoing support and coordination, ensuring proper implementation of new technology, project management, maintenance and troubleshooting of existing systems. Funds will be included in the budget for FY21-22 at the June 10, 2021 Board of Commissioners meeting.								
42	Facilities Management	N/A\ Internal Operations \ Facilities	<u>MORLIN ASSET MANAGEMENT, LP (#06895)</u> The contractor provides facility management services for First 5 LA. Services including building management and maintenance, handling room reservations, providing reception, general stocking of supplies, parking management, postage machine updates, handling office placement and staff requests, talent management, contract services, and other facilities-related work as assigned. In FY 21/22 the contractor will continue to provide facility management services including work related to Covid-19. While F5LA is working remotely, Morlin staff has been reduced to 2.3 FTEs, and has taken over some of the responsibilities for the property landscaping. When staff returns to the building, FTEs will be reinstated to 3.0, and landscaping will be re-procured. Funds will be included in the budget for FY21-22 at the June 10, 2021 Board of Commissioners meeting.	Procurement Exception	12 years	\$2,000,000	\$266,000 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2022	Yes 111
43	Facilities Management	N/A\ Internal Operations \ Facilities	<u>IMAGE PROPERTY SERVICES CONTRACT RENEWAL (#10133)</u> The contractor will perform janitorial services for the First 5 LA office building located in the Union Station campus in downtown Los Angeles at 750 N Alameda Street, Los Angeles, CA 90012. Janitorial services are needed to maintain a clean, healthy, safe and orderly workspace for First 5 LA employees and visitors. While F5LA works remotely, Image continues to service the office and the tenant space using disinfectant practices recommended by the CDC. Funds will be included in the budget for FY21-22 at the June 10, 2021 Board of Commissioners meeting.	RFP	5 years	\$445,000	\$153,917 Assigned for FY 21-22	7/1/2021	6/30/2022	6/30/2023	Yes

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

	AMENDMENTS								
	DEPARTMENT	TEAM / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	CURRENT CONTRACT AMOUNT	AMENDMENT AMOUNT	NEW CONTRACT AMOUNT	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
1	Center Support Team	Center Support Team / Home Visiting / Infrastructure Support for Sustainability and Health Planning	HEALTH MANAGEMENT ASSOCIATES, INC. (#10096) The Contractor provides technical expertise, assistance and support to the Family Supports and Health Systems Departments in several areas including partnership development, sustainability strategy development and fund leveraging, particularly with LA County departments and health plans. The requested amendment in the amount of \$120,000 through June 30, 2022 will permit the Contractor to continue providing technical expertise, assistance and support to the First 5 LA Family Supports and Health Systems Teams and others as requested in several areas including partnership development, sustainability strategy development and fund leveraging. Funding is included in the budget for FY 21-22 which will be presented for approval at the June 10, 2021 Commission meeting.	Procurement Exception	3 years, 11 months	\$240,000	\$120,000	\$360,000	Yes
2	Center Support Team	Center Support Team / Home Visiting / Infrastructure Support for Sustainability and Health Planning	JENNIFER KENT CONSULTING, INC (#10242) The contractor provides technical assistance and specialized consultation services to First 5 LA associated with MediCal managed care and creating partnerships with health care plans and providers. This includes recommendations on methodology and approach to ensure that First 5 LA's methodology for calculating a proposed case rate or a per member per month rate for home visiting to Promise is accurate, comprehensive, and consistent with accepted MediCal practices. The requested amendment in the amount of \$34,800 will permit Contractor to continue to provide specialized consultation services to First 5 LA associated with developing partnerships with Medi-Cal managed care plans. Funding is included in the budget for FY 21-22 which will be presented for approval at the June 10, 2021 Commission meeting.	Procurement Exception	2 years, 1 month	\$50,000	\$34,800	\$84,800	Yes

FIRST 5 LA

SUBJECT:

1. 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 and
2. Authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed \$700,000 with The Regents of the University of California. (Fund Balance Category: Assigned).

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board's consideration at the May 27, 2021 Special Commission/Program and Planning Committee Meeting. At today's June 10, 2021 Commission meeting, First 5 LA staff recommends 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;
- Authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed \$700,000 through June 30, 2022 with The Regents of the University of California.

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. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

Kindergarten Readiness Assessment (KRA)

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 a KRA initiative which included sunset funding in the non-Best Start geography communities of Pomona, Santa Monica, and Pasadena. 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 a 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 (PUSD) 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 new 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 sunsetting 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 Partnership 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. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for \$700,000 through June 30, 2020 with The Regents of the University of California.

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

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

Sustainability – Without 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 partner, 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:

First 5 LA Staff will execute an agreement for an amount not to exceed \$700,000 through June 30, 2022 with The Regents of the University of California upon the approval of the amended Strategic Partnership and contract at this Board meeting.

FIRST 5 LA

SUBJECT:

Approve Amendment of the Strategic Partnership with Dignity Community Care for an amount not to exceed \$265,000 for a total project cost not to exceed \$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 through June 30, 2022 and authorize First 5 LA Staff to Execute a Contract for an amount not to exceed \$265,000.

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board's consideration at the May 23, 2019 Special Commission/Program & Planning Committee Meeting. At today's June 10, 2021 Commission meeting, First 5 LA staff recommends that the Board approve an amendment of a Strategic Partnership with Dignity Community Care for an amount not to exceed \$265,000 for a total project cost of \$1,168,876 through June 30, 2022 and authorize staff to execute a contract in an amount not to exceed \$265,000 through June 30, 2022. Funds for FY 2021-2022 are included within the current First 5 LA Programmatic Budget under MAMA's Visits Home Visiting Program Training and T.A. Support, which will be presented to the Board for approval at the June 2021 Board of Commissioners meeting.

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 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.

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 June 11, 2020, the Board approved an amendment to the Strategic Partnership in the amount of \$34,586 for a total project cost of \$299,588. 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 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. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute for an amount not to exceed \$265,000 through June 2022.

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 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:

First 5 LA Staff will execute an agreement for an amount not to exceed \$265,000 through June 30, 2022 with Dignity Community Care

FIRST 5 LA

SUBJECT:

Approve Amendment of 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 and authorize First 5 LA Staff to Execute a Contract Amendment of \$150,000 (Fund Balance Category: Assigned).

RECOMMENDATION (PROVIDED AS ACTION):

This memo was provided as information for the Board's consideration at the May 27, 2021 Program and Planning Committee Meeting. At today's June 10, 2021 Board of Commissioners meeting, First 5 LA staff recommends 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. Furthermore, staff would be authorized to execute a contract amendment of \$150,000 through June 30, 2022, for a total amount not to exceed \$501,282. 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 LGBTQ+ and those with disabilities. With staffing support from the Advancement Project of California, the community engagement process 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 initiative is also closely aligned with the Committee for Greater LA which emerged out of the pandemic to further address the health disparities exacerbated by Covid-19. 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. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract amendment of \$150,000 through June 30, 2022.

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

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

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- ☐ The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- ☐ The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- ☐ The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- ☒ The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

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

Establishing this Strategic Partnership in 2018 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:

First 5 LA Staff will execute an amendment for an additional \$150,000 with California Community Foundation (CCF), for a total project cost of \$501,282.05 through June 2022.

FIRST 5 LA

SUBJECT:

Approve 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 from August 16, 2017 through June 30, 2028 for statewide Policy, Communications, and Systems Change coordination and authorize staff to execute an agreement in the amount of \$700,000 for an initial 12-month period through June 30, 2022.

RECOMMENDATION (PROVIDED AS ACTION):

This memo was provided as information for the Board's consideration at the May 27, 2021 Program and Planning Committee meeting. At today's June 10th, 2021 Board of Commissioners' meeting, First 5 LA staff recommends that the Board approve the amendment of a Strategic Partnership with the First 5 Association of California in the amount of \$3,920,000 for a total project amount not to exceed \$6,377,000 through June 30, 2028 and seek authority to execute a contract for an initial 12 month period through June 30, 2022 for the amount of \$700,000. 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 to align with our fiscal reality. 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. 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. Beyond FY 2021-22, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution. Subsequent agreements will be presented to the Board for consideration as part of Contract Consent.

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 into the Strategic Partnership for the Master Agreement with the Association from August 16, 2017 through June 30, 2021 and contributed \$2,457,000, 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 solely 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 as illustrated by First 5 LA's Strategic Plan that only our support, collaboration and membership 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. FY 2021-2022 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 in the amount of \$3,920,000 for a total project amount not to exceed \$6,377,000 million through June 30, 2028 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract amendment in the amount of \$700,00 through June 30, 2022.

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 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:

First 5 LA Staff will execute an amendment for an amount not to exceed \$700,000 through June 30, 2022 with First 5 Association of California.

Memo

To: Board of Commissioners
From: Kim Belshé, Executive Director
Date: June 10, 2021
Subject: **EXECUTIVE DIRECTOR'S REPORT**

I. EXECUTIVE DIRECTOR'S HIGHLIGHTS

Next week, California will move forward with a reopening of the economy that will remove many if not all of the COVID-related restrictions that have been in place for over a year – and signal a return to normal.

In some ways, life feels almost normal. Daily COVID-19 cases have dropped dramatically. Vaccination rates continue to inch up slowly – and, inequitably. Family and friends are gathering – and hugging. People are traveling. Schools are reopening. Restaurants and bars are open. Employment continues to grow. Sporting events are re-opening to fans.

We celebrate these indicators of a return to normalcy. They are the product of science, public health, and competent leadership across multiple levels of government in our state and responsible public health practices by fellow residents.

Yet, while we're in a better place than we were a year ago, we're not in a good place. The coronavirus endures, disproportionately affecting people of color. It has deepened health, educational and economic disparities, especially black and brown residents. Across the country, our nation's democracy is being threatened by state-enacted barriers to voting. Institutions that are foundational to a healthy, informed democracy, such as the media, have been undermined and maligned. Cultural, geographic, political and ideological divides make compromise difficult to realize. Continued acts of violence targeting fellow residents on the basis of race and religion continue unabated.

With the economy re-opening, we're at an inflection point that requires us to consider – are we returning to what was normal prior to the pandemic? Or, are we looking forward and setting our sights on a new normal, a more just and equitable normal?

To be sure, we look forward to next week's economic reopening with a sense of some relief; and, with a recognition that today's realities are anything but normal. There is work to be done by us all,

COMMISSIONERS

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 Karla Pleitez Howell
 Deanne Tilton
 Keesha Woods

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

personally, professionally and societally. And, that work needs to occur at a systems-level that recognizes the structural inequities that hold back so many people of color.

This moment in time is an opportunity for First 5 LA to rededicate ourselves to helping build a safe, just and equitable society. Our “lane” is kids and we have a role to play to shaping a different future for our children, one where all kids are able to be healthy, safe and ready to succeed in school and life. We have the right focus – on sustainable solutions to the conditions that hold problems in place – and we’re guided by a powerful diversity, equity and inclusion value and investment guideline – that lead us to dig into root causes and focus on structural racism and inequitable family-strengthening, health and educational systems.

Envisioning, shaping, and advancing a vision for a better tomorrow is a responsibility we all share at First 5 LA along with shared accountability for results. It’s a privilege to have the opportunity to engage in this work, to be of use, and make a contribution to a new just, safe and equitable normal – for our children and society broadly.

II. OPTIMIZING OUR ORGANIZATIONAL EFFECTIVENESS

Strengthening Board Relations

In an effort to effectively support Commissioners in their governing role, and aligned with our strategic priority of optimizing our effectiveness, First 5 LA staff solicited Commissioner feedback back in mid-April 2021 (via Board survey) on various components of Board meetings, Board learning opportunities, and accessibility to online Board resources (to include meeting materials).

15 out of 20 (75%) Commissioners completed the survey; responses were recorded anonymously and there were a total of 43 questions that Commissioners were asked to complete. Consistent with past year’s Board survey report outs, staff will provide a high-level report out including survey findings and initial recommendations in my written report at the upcoming July Board meeting.

II. ADVANCING PROGRESS TOWARD OUR RESULTS FOR CHILDREN AND FAMILIES

Result 1: Families Have The Resources, Opportunities, and Relationships to Optimize Their Child’s Development

Virtual Annual Family Strengthening Summit

Through the leadership of the **Family Supports Team**, the Annual Family Strengthening Summit will be held virtually on June 17, 2021. The event will include Welcome Baby and Select Home Visitation grantees, and home visiting staff across program models countywide. Home visitors play a critical role in connecting families to services and resources, and this past year they rose to meet the challenge of the COVID pandemic. The celebratory event highlights the year’s accomplishments in home visiting, including data and program successes, and includes a virtual panel of home visiting clients, testimonials and inspirational speakers. It is also an opportunity to emphasize the multi-faceted system building and sustainability efforts taking place across multiple local entities, catalyze by the Board of Supervisors 2016 Motion on Home Visitation, as well as advocacy and policy efforts at the state and federal level. The Summit participants represent over 750 home visitors, program managers and supervisors to their organizational leadership across multiple program models countywide. The Summit is organized by the Family Strengthening Oversight Entity, led by Los Angeles Best Babies Network.

Walking Alongside Our Partners to Strengthen Efforts to Promote Diversity, Equity, Inclusion in Best Start, with Emphasis on Combatting Anti-Blackness, and Advancing Anti-Racism (DEIAA)

On April 29, 2021 the **Communities Team** along with First 5 LA’s Regional Network Grantees (RNG), embarked on an intentional journey to begin sharing our respective efforts around diversity, equity, and

inclusion since the murder of George Floyd and the release of our organizational statements against racism. First 5 LA staff shared a commitment to DEIAA and its alignment with First 5 LA's efforts to support the emergence of P-5 movements in our Best Start geographies and strengthen the overall early childhood field in LA County. Representatives from the **Office of Equity, Strategy, and Learning** participated in the event and updated partners on First 5 LA's organization-wide journey and intention to strengthen our commitment to diversity, equity, and inclusion. During the meeting, First 5 LA and our partners highlighted work happening within our Best Start geographies led by our RNG partners related to DEIAA, such as partnering with local change agents (African American Alliance in Region 3) as well as the development of a Justice, Equity, Diversity, and Inclusion (JEDI) framework with metrics that guide their work (in Region 2). In FY 2021-2022, the **Communities Team** will continue to hold dialogues with our RNG partners to strengthen our collective understanding of DEIAA across the Best Start geographies with the hope of nurturing an emergent P-5 movement that combats Anti-Blackness, advances anti-racism, strengthens relationships, and increases opportunities for more families in LA County to optimize their child's development.

Supporting Virtual Opportunities to Promote Community Engagement

Since the Board last met in May, the **Office of Communications** and **Office of Government Affairs and Public Policy** collaborated with partners to promote virtual opportunities to strengthen relationships and advance First 5 LA's priorities.

- In collaboration with the LA County Department of Public Health, First 5 LA promoted the month-long We Rise digital experience which offered hyperlocal activities across L.A. neighborhoods to encourage well-being and healing through art, connection, community engagement and creative expression.
- In partnership with City Plants & Tree People City and Los Angeles City Councilmember Mike Bonin, First 5 LA publicized a free tree adoption event on Earth Day to encourage sustainability. The event featured Indigenous culture and plant educator Nicolas Hummingbird and the Regenerative & Urban Agriculture and Food Waste Prevention & Rescue Working groups of the Los Angeles Food Policy Council.
- To keep health and wellness information front and center, First 5 LA continues to make available vaccine access information, COVID testing, Flu shot information, and YMCA meal pick-ups along with other food drive options.
- Readings, puppet shows, songs and poetry were all part of the Los Angeles Public Libraries' Día de Los Niños live stream event on April 30. In addition to Early Care and Education Senior Program Officer Kevin Dieterle's reading of "Potter the Otter: A Tale About Water," in both English and Spanish, First 5 LA donated nearly 2,000 "Potter the Otter" books via 38 Los Angeles Public Library locations for families to pick up and enjoy.

Result 2: Children Receive Early and Timely Developmental Supports And Services

Strong, Healthy and Resilient Kids (SHARK) Program Update

Through the **Health Systems Team**, First 5 LA funds a Data Management position with the Los Angeles County Department of Health Services (DHS) to support data collection and analysis as well as referral pathways to/from the Strong, Healthy and Resilient Kids (SHARK) Program. The program addresses the needs of children and youth who are affected by developmental and behavioral delays as well as toxic stress. The funded position, in addition to analyzing and sharing data monthly, has been instrumental in developing clinic workflows for processing referrals to the program. This allowed SHARK to start receiving referrals from outside of DHS beginning March 2021. In addition, as part of a qualitative study, the SHARK team completed a survey with referring providers and is concluding interviews with patients who accessed specialty care. Findings will be shared in a report in June 2021. Another key responsibility of this position is referral pathways development. To inform resource mapping, in-kind funds were used to distribute surveys to DHS providers serving patients ages 0-21 years old. SHARK

received over 75 responses on resources available to them, resources they need, and the role SHARK can play in patient care. This data will inform building of referral pathways and education and outreach efforts for SHARK as well as our countywide Help Me Grow LA efforts. Additionally, the resources/services captured and tested by SHARK can be used to build out Help Me Grow LA's online resource directory/website.

Administrative Advocacy - Health care and Child Preventative Services & California Advancing and Innovating Medi-Cal (CalAIM)

Throughout the month of May, the **Office of Government Affairs and Public Policy** (OGAPP) has conducted administrative advocacy calling on policymakers to prioritize family access to health care and child preventative services. For example, in response to the California Assembly Budget Subcommittee #1 on Health and Human Services' hearing on Wednesday, May 12, 2021, First 5 LA expressed support for the members' work to expand access to supports through telehealth. The COVID crisis has shown that telehealth carries many benefits for patients and providers, and now as the pandemic begins to wane in California, First 5 LA requested that lawmakers implement lessons learned and enshrine key regulatory flexibilities that will improve family access to care moving forward. The Subcommittee, at the same time, must ensure families have access to in-person care, as components of certain developmental screens, and childhood vaccinations, etc., cannot occur virtually.

During the hearing, members and witnesses also discussed the importance of preventative care to overall health. Validating this discussion, First 5 LA wrote to members that regardless of modality, prevention, upstream interventions and dyadic care models that support optimal health and development are especially important for children and requested that the Subcommittee pay special attention to assuring the state's youngest have adequate access to all necessary preventative care.

OGAPP has also continued advocacy work related to the on-going California Advancing and Innovating Medi-Cal (CalAIM) reform effort. On Thursday, May 6, 2021, First 5 LA provided feedback on California's new CalAIM Section 1115 & 1915(b) waivers, which the state is sending to the federal government for approval and provide Medi-Cal's regulatory underpinning. First 5 LA explained that nearly 60 percent of California children under the age of 5-years old receive care through Medi-Cal, and as such, updating the state's waivers, as well as reforming the program through CalAIM more broadly, represent uniquely powerful opportunities to support child health and promote family well-being. More specifically in response to the draft waivers, First 5 LA made three major asks of the Department of Health Care Services (DHCS), CalAIM's implementing agency: that the department serve children ages prenatal to 5-years old as a special population, promote an approach to Medi-Cal that centers on prevention, and implement a guaranteed income pilot program for pregnant women and new mothers served by Medi-Cal. Finally, throughout the month of May, OGAPP has been working in close coordination with the Health Systems team internally to prepare for CalAIM implementation in Los Angeles County. This includes developing strategies to ensure local health plans specifically incorporate children, pregnant persons and families into new CalAIM Enhanced Care Management requirements and include home visiting supports as a covered In-Lieu of Services benefit. Concurrently, OGAPP has continued its administrative advocacy to DHCS calling on the department to better account for the needs of California families through CalAIM.

Result 4: Children Have High Quality Early Care and Education Experiences.

Early Care and Education (ECE) State and Federal Legislative Advocacy

Throughout the month of May, the **Office of Government Affairs and Public Policy** coordinated and participated in several virtual Los Angeles-based legislative meetings in collaboration with the Early Care and Education (ECE) Coalition's advocacy efforts to reinforce state early learning priorities in support of increased funding for reimbursement rates for child care providers and increased child care spaces.

On Friday, May 21, 2021, Government Affairs Strategist Anais Duran participated in a virtual early learning site visit with Asm. Suzette Valladares (AD-38) hosted by Child360 at Peachland State Preschool in Santa Clarita. The goal of the visit was to demonstrate the continued challenges the early learning industry faces and to share reflections on how providers have managed care and teaching during the pandemic. In addition, during the discussion, early learning advocates were able to share with the ECE coalition's policy and budget priorities for this legislative season. Asm. Valladares declared herself one of the biggest early childhood advocates in the legislature as she led a child care center in the Santa Clarita Valley and cares deeply about strengthening early identification and intervention supports. She expressed her commitment to push early learning priorities forward and continue to advocate for young children and their needs. OGAPP's participation in partner early learning site visits aligns with the org-wide government affairs strategy in support of First 5 LA's Result 4: children have high quality early care and education experiences.

On Tuesday, May 25 through Wednesday, May 26, 2021 staff participated in the Los Angeles Area Chamber of Commerce's annual ACCESS D.C. event, held virtually. Staff joined the early education team and met with Congressional member's Lucille Roybal-Allard (CD-40), Judy Chu (CD-27), and Nanette Barragan (CD-44). First 5 LA voiced support for the Childcare for Working Families Act (116th Congress - H.R. 1364 and S.568), which was reintroduced in this new 117th Congress. Provisions in the Child Care for Working Families Act include increased funding for child care centers, limit child care family fee payments to 7 percent of a family's annual income, guaranteeing child care assistance to families earning up to 150 percent of the median income, and ensuring that child care providers earn a living wage.

Update from the LA County ECE COVID-19 Response Team

With leadership from the **Early Care and Education Team**, since April 2020, the Los Angeles County Early Care and Education COVID-19 Response Team (Response Team) has met weekly to coordinate efforts in supporting essential worker's access to child care, ensuring providers have the resources and information to operate safely, and preserving early care and education infrastructure in the County. Co-convened by the LA County Office of Education, the Office for the Advancement of Early Care and Education, and First 5 Los Angeles, the Response Team also includes the Child Care Alliance of Los Angeles, Child360, the Los Angeles Unified School District, the Office of Mayor Garcetti, and County resource and referral agencies.

Recent Response Team accomplishments include:

- **Facilitating Vaccination of ECE Workforce:** The Response Team has worked closely with DPH to disseminate information about vaccine eligibility, availability, safety, and the MyTurn appointment scheduling system. These efforts have included specific clinics for ECE workers hosted by Children's Hospital Los Angeles and Saturday appointments reserved at County Mega points of dispensing (PODs).
- **Creation and Distribution of Provider Vaccination Survey and Vaccine Safety Communications:** In order to collect data on how many ECE providers have been vaccinated and what barriers still exist, the Response Team developed a survey that was distributed by the Resource and Referral agencies. Though data is still preliminary and does not represent the entire breadth of the workforce, over 80% of respondents reported getting a vaccine appointment. Of those who had not, the biggest challenge cited was fear or distrust of the vaccine. Using this information, the Response Team has worked with a communications consultant as well as the First 5 Association to create additional content and outreach materials focused on vaccine safety. These can be found at www.childcareheroes.org.
- **Partnering with LA College Promise Works to Utilize Student Workers:** In April the Response Team partnered with the City of Los Angeles and College Promise. The team collaborated with several partners to hire five College Promise Students to work on a survey to support early childhood educators with vaccination efforts. The College Promise students communicate with

early childhood educators via Google Voice to survey providers, address concerns and provide publicly available information around the COVID-19 vaccine. The students work in the evening and weekends and average around 20-30 calls per night. The students are supervised by ECE Team members Becca Patton and Marcy Bañuelos and Office of Mayor Garcetti staff members, Steve Zimmer and Christina Hernandez. The team wants to recognize the students that have participated in this outreach vaccination project: Alejandra Chavez, Lilia Cruz, Jordan Blackwell, Kelsey Ortiz and Jorge Grijalva.

- Coordinating a Communications Campaign to Recognize Contributions of Child Care Providers: First 5 LA's Office of Communications participated with other Response Team organizations in the planning and execution of a social media campaign to celebrate the contributions of child care providers throughout the pandemic. Leading up to May 7 as Child Care Appreciation Day, the campaign included coordinated social media posts starting on May 2, culminating in a "Thank You!" video, which included a message from First 5 LA's ECE Team Director Becca Patton, on May 7th. The objective of the campaign was to recognize child care providers as "essential" to the economy and show appreciation for their sacrifices.
- Hosting of Community Briefing Calls: Since April, the Response Team has organized and hosted 15 community calls to inform providers and community members about updated guidance and policies, available resources, and mental health support. The average attendance for these calls is over 500 participants.
- Advising Board of Supervisors on Current and Future Needs of the ECE System: The Response Team met with representatives from the offices of Supervisors Kuehl and Mitchell about potential ways to strengthen the ECE system with the Federal money set to come into the County. The Response Team continues to meet about the immediate needs of families and providers, but future work will also include:
 - A learning and reflection process to determine the strengths and challenges of the sector response to COVID-19. This process will inform the design of updated child care emergency response plans for the County.
 - A transition to focus on recovery and rebuilding the ECE system using the Response Team infrastructure to coordinate system partners.

State and Federal Advocacy Updates

State Budget May Revise

On May 14, 2021 Governor Newsom released his May Revision to the robust January budget he had proposed which included a projected state-wide budget of \$227 billion which focused both on near-term, immediate needs related to the COVID-19 pandemic, and also long-term structural investments, including in First 5 LA strategic priorities such as early learning, early intervention, and health equity. However, due to an infusion of federal investment, a strong stock market, and greater than expected income tax revenues from high-income earners, the May Revision totals \$267.8 billion in spending, a \$40 billion increase from his January budget proposal, and would build the state's reserves by \$24.4 billion. This budget has significant increases in funding for several early childhood supports, however, increased funding for provider reimbursement rates is still needed, and additional support for 200,000 child care slots. For a full analysis of the May Revise, see attachment (1. Governor's May Revision Budget Memo_2021). Therefore, in response OGAPP continues to advocate alongside early learning partners in the Early Care and Education (ECE) Coalition urging the administration to reconsider funding levels for the child care system, please see attachment (2. ECE Coalition May Revise Letter_2021). As of June 10, the budget conference committees continue to meet to develop a joint budget proposal which will lead into negotiations with the Governor. The legislature must pass a balanced budget by June 15, and the Governor must sign by June 30.

Advocacy Agenda

Both houses of the legislature have now resumed policy and fiscal committees and are reviewing a narrow set of legislation throughout the rest of the legislative session. Given the limited number of bills

that will move along the legislative process, the Office of Government Affairs and Public Policy (OGAPP) is focusing on advocating for policy solutions that address urgent and long-term responses to COVID-19 for children and families in LA County, and that also align with our strategic four results for children and families. First 5 LA has taken official support positions for the following state proposals, please see attachment (3. First 5 LA Advocacy Agenda):

- SB 246 (Leyva), related to reimbursement rates, which would replace the current bifurcated, unaligned reimbursement system with the Child Care Stabilization Formula, a single, regionalized state reimbursement rate for child care, preschool, and early learning services. Status: Senate Floor
- AB 92 (Reyes), related to child care family fees, which would establish a more equitable sliding scale for family fees. Status: Passed Assembly Floor, now in Senate Rules Committee
- AB 123 (Gonzalez), related to Paid Family Leave, which would increase wage replacement provided by the California Paid Family Leave Program to 90 percent of a new parent's wages, up from the current level of between 60 and 70 percent of earnings. Status: Passed Assembly Floor, now in Senate Rules Committee
- SB 316 (Eggman), related to same day billing for federally Qualified Health Centers and Rural Health Centers, which would allow Medi-Cal to reimburse Federally Qualified Health Clinics (FQHCs) and Rural Health Clinics (RHCs) for two services when a patient receives a medical visit and mental health or dental visit on the same day at the same clinic location. Status: Senate Floor

II. CONTRACTS AND SPONSORSHIPS EXECUTED LEVERAGING EXECUTIVE DIRECTOR DELEGATION AUTHORITY

Contracts Executed Between \$25,000 to \$75,000

CONTRACTS EXECUTED BETWEEN \$25K-\$75K Procurement Update Pursuant to the Procurement Policy adopted on February 13, 2014, "The Executive Director (or designee) may approve any contract less than \$75,000 in the aggregate in a fiscal year, and will establish appropriate internal policies and controls for those awards. Copies of contracts executed in the amount of \$25,000 or more and up to \$75,000 within a fiscal year will be provided to the Commission during the course of its normal business and be provided as informational items."

Nothing to highlight for this month.

Event Sponsorships

100 Plus 1 Anniversary Celebration of Eisner Health

Date: May 20, 2021

Sponsorship Amount: \$1,500

Description: First 5 LA sponsored the 100 Plus 1 Anniversary Celebration of Eisner Health on May 20, 2021 for \$1,500. Eisner Health operates in low-income communities of color that have been ravaged by the pandemic and are experiencing higher rates of health and economic disparities relative to other areas of Los Angeles County. Our sponsorship helped support their work and quality comprehensive services they provide.

CORO Southern California's Crystal Eager Awards

Date: May 25, 2021

Sponsorship Amount: \$2,500

Description: First 5 LA also sponsored CORO Southern California's Crystal Eager Awards on May 25, 2021 for \$2,500. Coro's mission is to strengthen the democratic process by preparing individuals for

effective and ethical civic leadership. For over 75 years, Coro has trained thousands of leaders in cross-sector, nonpartisan, collaborative problem-solving, with alumni serving in every sector and in all professions. Our sponsorship will help CORO expand their impact and continue building leaders across communities and organizations.

Memo

To: First 5 LA Leadership Team

From: Office of Government Affairs and Public Policy

Date: May 17, 2021

Subject: **2021-2022 GOVERNOR'S MAY REVISE BUDGET OVERVIEW**

On May 14, 2021, Governor Newsom unveiled his May Revision to the state budget. Dubbed the “California Comeback Plan,” the governor’s proposal features total spending of \$267.8 billion, a more than \$40 billion increase from his January budget proposal, and would build the state’s reserves by \$24.4 billion. Overall, the May Revise spends heavily on COVID-19 relief and recovery, featuring mix of one-time and on-going investments in the state’s human capital and human infrastructure, critical to strengthening California’s society and economy going forward. Strengthening such infrastructure, including First 5 LA priority systems of early learning and health among others, will help California emerge from the pandemic stronger, more equitable and better able to help children and families thrive. The proposed spending in this budget revise is largely unprecedented and unlikely to occur again soon, particularly due both to the infusion of one-time federal funding, and the prediction of state budget deficits starting by fiscal year 2024. As a result, after more than a year of significant challenge and hardship, California has a once-in-a-generation opportunity to build more effective systems, invest in families, and support the state’s youngest children.

Early in the COVID-19 pandemic, state officials predicted a devastating and long-lasting recession, forecasting a \$54 billion budget deficit for the coming fiscal year. Now, 14-months after the initial COVID-inspired economic shutdown and in a major reversal from the most dire forecasts, the 2021 May Revise features a record state budget surplus of \$75.7 billion, resulting primarily from the stock market’s strengthen and greater than expected income tax revenues from high-income earners. Additionally, California received \$27 billion in federal resources through the American Rescue Plan, leaving the state with approximately \$100 billion in previously unexpected revenue.

State law requires that a portion of any surplus goes directly to various state reserve accounts, as well as the K-12 education system. Policymakers, as well as voters through ballot initiatives, implemented these requirements following California’s experience during and after the Great Recession of 2008-2009, when revenues declined rapidly and the state had little to fall back on when crafting its annual budgets, leading to deep cuts in services and programs. With record intake this year, the May Revise would build state reserves by \$24.4 billion, including \$15.9 billion for the Rainy Day Fund and \$450 million for the Safety Net Reserve, among other accounts. Following these mandatory transfers, Governor Newsom has proposed to spend much of the remaining windfall revenue on COVID-19 response and recovery, including direct, immediate relief for families; and longer-term investments in the state’s human infrastructure:

- **Immediate relief for families:** The May Revise would provide immediate financial relief to families through direct stimulus payments. California has already provided millions of low-income residents with financial assistance through the Golden State Stimulus (GSS) program. Now, at a cost of nearly \$12 billion, Governor Newsom wants to send \$600 checks to households earning up to \$75,000/year that did not receive a payment through the GSS program earlier this year. The revise would also provide an additional \$500 to families with young children, as well as \$500 to anyone who utilizes an Individual Taxpayer Identification Number (ITIN). ITIN filers, often undocumented residents, can receive both the ITIN stimulus and child-related payment, so they would be eligible to receive a total of \$1,000 through these two proposals, in addition to \$600 through the GSS. This offers some redress and much needed support to California's undocumented families, who federal lawmakers specifically barred from receiving stimulus checks through COVID relief legislation, including the Coronavirus Aid, Relief, and Economic Security Act (CARES) Act and American Rescue Plan. However, this state aid, as much as \$1,600 in total for eligible undocumented families, would still not equal the \$3,200 in direct stimulus most American citizens received through previous federal efforts.
- **Early Learning infrastructure:** The COVID-19 pandemic has significantly amplified the importance of critical child care infrastructure and services, demonstrating the need to ensure essential frontline workers can have their children in safe and healthy environments while they serve our communities. COVID has devastated the field and driven early learning providers out of business, leaving many children and families without access. However, even prior to the pandemic, California's child care system struggled to meet the needs of families. For the state to get back to work, families must have access to affordable, available and high-quality early care and education (ECE) resources, and providers must receive fair compensation for their work. In response to the pandemic's effects on the ECE field, and to build a more equitable and accessible system of high-quality early learning services for the future, the governor's May Revise proposes to significantly invest in subsidized child care seats, expand transitional kindergarten to all 4-year-olds and waive family fees for eligible families, among other early learning related items.
- **Health Systems infrastructure:** California is facing an on-going health crisis related to COVID-19, and even as transmission of the virus slows, the pandemic has exposed the need for significant investment in the wrap around supportive services and systems that strengthen families. In this light, the May Revise proposes spending on both short- and long-term health infrastructure needs in the state. More specifically, over \$1 billion would finance direct COVID-19 response costs, including testing, laboratory operations, vaccinations, medical surge capacities and contact tracing efforts. With an eye toward bolstering public health into the future, the budget would also fund structural reforms in the Medi-Cal system; provide additional developmental services for young children; promote the economy security of families; and permanently enact certain health care flexibilities that would otherwise end following conclusion of the Public Health Emergency related to COVID-19.

Finally, the May Revise lays out a plan for spending the nearly \$27 billion in federal American Rescue Plan funds that California will receive in two tranches over the next year. This includes:

- \$4.9 billion to support the state's public health infrastructure, public hospitals, health systems and residential care facilities, as well as to address the emotional and behavioral health impacts of quarantining and distance learning requirements.
- \$13.7 billion to address the pandemic's negative economic impacts, pay water and utility bills, address housing shortages and homelessness, provide grants to small businesses, promote tourism and stimulate job growth. This proposal also includes \$2 billion to create \$500 college savings accounts for low-income first graders, seeking to address equity gaps in education and increase opportunities for higher education.
- \$7.3 billion to maintain water and sewage systems, and also promote broadband access and affordability.
- \$1.1 billion to build up the state's Unemployment Insurance Trust Fund and replenish the state's unemployment compensation system, after unprecedented demand on the system throughout the pandemic.

Overall, as California begins to move beyond the worst of the COVID-19 pandemic, policymakers must ensure the state's path forward includes universally targeted and on-going supports for families, particularly in the most impacted communities of color. People of color have not only experienced higher rates of infection, hospitalization and death from the virus itself, but also disproportionately faced the economic disruptions, housing insecurities and mental health concerns that the pandemic has caused. First 5 LA will continue to focus our advocacy on ensuring policymakers robustly support the essential infrastructure necessary to strengthen the Whole Child and Whole Family.

Key highlights of the Governor's 2021-2022 May Revise Budget Proposal related to First 5 LA's priorities include:

Children have high quality early care and education experiences before kindergarten.

The governor's May Revise budget proposal includes:

- Establishing universal **transitional kindergarten** (TK) by 2024-2025: Aligned with the goals of the Master Plan for Early Learning, the governor has proposed to create a "14th grade" of public education by allocating \$250 million in one-time Proposition 98 funds for planning and implementation grants for local educational agencies, as well as \$380 million to reduce staff ratios by providing one additional certificated or classified staff person in each transitional kindergarten classroom. The governor's January budget proposed \$250 million for incentive funds for school districts to expand TK, but the revise now gears funding toward implementations grants. In total, the governor anticipates spending approximately \$900 million General Fund in 2022-23 to begin this phase-in approach to universal TK, growing to \$2.7 billion in 2024-2025.
- \$10 million one-time General Fund for the Department of Education to update the **Preschool Learning Foundations** guide, the recommended learning standards for preschool and TK, reflecting the most recent research on early childhood development and providing comprehensive resources for pre-kindergarten teachers.
- \$579 million in total one-time federal **Coronavirus Response and Relief Supplemental Appropriations (CRRSA)** funds. Over the last year, federal funds have supported families

and providers through the pandemic. CCRSA funds will continue to provide those supports including:

- Continuing to waive fees for eligible families and hold providers harmless through June 30, 2022.
- \$25 million to expand the California Child Care Initiative Project and target areas such as child care deserts.
- Providing grant one-time stipends (between \$3,500-\$6,000) to licensed providers based on licensing capacity.
- Providing a third round of per-child stipends for subsidized child care and preschool providers.
- Supporting providers that have closed due to the pandemic by providing 16 non-operational days through June 2022 for providers accepting vouchers.

CCRSA one-time funds also include \$10.6 million for early childhood mental health consultations through expansion of the California Inclusion and Behavior Consultation, aimed at supporting programs and providers seeking to address learning and development of young children.

- \$83 million ongoing to fund 6,500 new **child care spaces**. The \$83 million reflects updated Proposition 64 cannabis tax revenues, which is an increase from \$215 million outlined in the Governor's January budget. The May Revise also plans to add an additional 100,000 subsidized child care spaces.
- \$20 million for a multi-year effort to strengthen existing **quality improvement** supports and systems focused on addressing inequities. Part of this effort will include a stakeholder engagement process coordinated by the California Department of Social Services, in order to inform policy-setting and program design.
- Several items supporting the **transition to California Department of Social Services** (DSS) of child care programs: Effective July 1, 2021, all child care programs, except the California State Preschool Program (CSPP), will transfer from California Department of Education (CDE) to DSS. To facilitate this transfer, the May Revise proposal includes:
 - A shift of \$31.7 million (\$0.9 million General Fund) and 185.7 positions from the CDE to DSS to administer early learning, child care, and nutrition programs.
 - \$3 billion (\$1.5 billion general funds) to support the shifting of programs.
 - \$4.8 million to support development of a child care data system, including necessary planning and initial implementation.
 - \$6 million to modernize payment options for child care contractors to be able to be reimbursed via direct deposit.
- \$250 million in one-time federal American Rescue Plan funds, to be spent through September 30, 2024, to provide infrastructure grants for **child care facilities**. To serve families who need but lack access to child care, the funds will focus on acquisition, construction, development, and renovation of facilities, prioritizing current child care deserts.
- \$10 million in one-time federal American Rescue Plan funds for **Resource and Referral agencies** who have supported child care providers and have served as intermediaries to develop new child care facilities and capacity, as well as to streamline and improve data collection processes.

Children receive early developmental supports and services, and are safe from abuse, neglect, and other trauma.

The governor's May Revise budget proposal includes:

- \$200 million in total funds (\$100 million General Fund) ongoing to provide **dyadic care services through Medi-Cal**. This new benefit would provide integrated physical and behavioral health screening and services to the whole family, and as a model, has been shown to increase access to preventive care and rates of immunizations for children; improve the coordination of care and maternal mental health; and strengthen child social-emotional health and safety.
- \$550 million ongoing to permanently eliminate previously proposed suspension of **Proposition 56 supplemental payment** increases. The governor's January budget proposed only to delay the suspension of Proposition 56 programs by 12-months after the final 2020 state budget called for most Proposition 56 programs to sunset effective July 1, 2021. Proposition 56 funding supports incentive payments for conducting development screens and screenings for Adverse Childhood Experiences (ACEs), for example.
- \$12.4 million one-time General Fund to support seven demonstration projects focused on advancing research on and developing scalable approaches for **treating and preventing ACEs**, including efforts to strengthen workforce training, and broaden the network of clinicians and providers equipped to treat and prevent toxic stress.
- \$122.4 million one-time General Fund in 2021-2022, for disbursement over three years, to implement **Family First Prevention Services Act (FFPSA)** preventative services for youth and families at-risk of entering the foster care system. This represents a significant increase from the \$61.1 million (\$42.7 million General Fund) the governor proposed in January for these purposes.
- \$3.7 million one-time (\$2.5 million General Fund) to support efforts toward establishing a **Regional Center performance improvement program**, including fiscal incentives to meet specified benchmarks.
- Allowing Medi-Cal reimbursement for **audio-only telehealth visits**, at 65 percent of the Medi-Cal rate for the service rendered in fee-for-services. Receiving this reimbursement would be contingent on being able to provide in-person services to each Medi-Cal enrollee served by audio-only telehealth as well. During the COVID-19 pandemic, the Department of Health Care Services (DHCS) allowed for payment parity between audio-only and virtual telehealth visits, but the administration is now recommending that end. The ability to utilize telehealth has been critical during the COVID-19 pandemic, allowing families to receive necessary care while limiting physical interactions between patient and provider. However, there remain important services that pediatricians cannot provide virtually, such as components of certain developmental screens and childhood vaccinations, etc. As such, policies that grow a hybrid system, allowing for enhanced utilization of telehealth while ensuring families always have access to in-person care, are crucial.

Families optimize their child's development.

The governor's May Revise budget proposal includes:

- \$90.5 million (45.3 million General Fund) in 2021-2022 and \$362.2 million (\$181.1 million General Fund) annually between 2022-2023 and 2027-2028 to **extend Medi-Cal eligibility for post-partum individuals from 60 days to 12-months**. Continuous health care coverage is essential for avoiding disruptions in care, particularly as one-third of all maternal deaths occur one week to one year after a pregnancy ends, and one in seven women experience symptoms of postpartum depression in the year after giving birth. The

ability to provide additional post-partum benefits became allowable through the American Rescue Plan.

- \$35 million General Fund over five years to fund a **Universal Basic Income pilot**, administered at the city or county level and requiring a local-match commitment. The program would look particularly to direct benefits to low-income Californians. The First 5 LA 2021 Policy Agenda includes family economic security as a new priority, and First 5 LA has regularly advocated that pregnant and postpartum women on Medi-Cal receive basic income supports.
- \$403,000 (\$152,000 General Fund) in 2021-2022 and \$4.4 million (\$1.7 million General Fund) annually to add **Doula services** as a covered benefit in the Medi-Cal program, effective January 1, 2022. \$16.3 million (\$6.2 million General Fund) and \$201 million (\$76 million General Fund) annually by 2026-2027 to add **Community Health Workers** to the class of health workers who are able to provide benefits and services to Medi-Cal beneficiaries effective January 1, 2022. These providers are important to making language- and culturally-appropriate care available to families served by Medi-Cal, and First 5 LA advocacy has regularly promoted the need for greater family access to them.
- \$1.2 million in federal Individuals with Disabilities Education Act (IDEA) funds to improve coordination between Regional Centers and Local Educational Agencies (LEAs) to support **transitions between IDEA Part C and Part B programs**. Funds would also support convening a stakeholder workgroup to address data sharing and disseminate best practices. Children up to the age of 3-years-old receive early intervention services at Regional Centers through IDEA Part C, and following their third birthdays, transition to preschool special education services through IDEA Part B. However, children can often fall through the cracks during the hand off between Regional Center and LEA: Regional Centers may fail to notify the receiving school district at least 90 days prior to the child's third birthday that a transition is impending, and the state's bifurcated service delivery system can also lead to communication barriers and coordination difficulties between the two lead entities. First 5 LA advocacy has elevated these concerns to the relevant agencies and departments, and called for greater guidance and funding to facilitate successful transitions.
- \$1.6 billion total funds (\$673 million General Fund) in 2021-2022 and \$1.5 billion total (\$746.6 million General Fund) in 2022-2023 to implement **California Advancing and Innovating Medi-Cal (CalAIM)** reforms. First 5 LA will continue to advocate that DHCS better incorporate the needs of children and families into CalAIM. This includes making children ages prenatal to 5-years-old, as well as pregnant and postpartum women, a target population for Enhanced Care Management through CalAIM, and adding home visitation as a required In-Lieu of Services benefit.
- \$142.9 million in 2021-2022 to fund a 5.3-percent increase in the **maximum level of CalWORKs cash grants**. This builds upon the governor's January budget proposal to increase maximum grants by 1.5-percent at a cost of \$50.1 million. As such, the revise's proposal would more strongly support family economic security, a new First 5 LA policy priority in the 2021 Policy Agenda. Economic stability and empowerment are important components within the Whole Child and Whole Family framework as well.

Priorities aligned with First 5 LA's long-term systems outcomes, LA County regional priorities, and Best Start Community Change agendas.

The governor's May Revise budget proposal includes:

- \$280 million total for school nutrition programs and infrastructure, in response to food insecurities exacerbated by the COVID-19 pandemic. \$30 million General Fund would fund the **Farm to School** program, which helps expand healthy food access in schools, and \$100 million in one-time Proposition 98 funding to provide **school kitchen infrastructure upgrades and training** for school cafeteria staff. Finally, \$150 million ongoing Proposition 98 to encourage school districts to participate in one of the **federal universal meal provisions**.
- \$105.2 million General Fund, or an increase of \$100 million from the January budget proposal, to continue a **Rapid Response Program** at the California Department of Developmental Services. This supports community-based and non-profit organizations addressing emergent needs of California immigrants. Additionally, \$25 million in General Fund and Proposition 98 funding for Undocumented Unaccompanied Minors (UUM) through the **Opportunities for Youth** pilot project, legal services, state operations for the programs, and the **California Newcomer Education and Well-Being program**.
- \$6.8 billion to address a broader portfolio of housing supports to help end homelessness in California, including \$2.75 billion over a period of two years for additional acquisition and rehabilitation of facilities through **Project Homekey**. Of that, \$1 billion would intend to families experiencing homelessness or who are at risk of becoming homeless. An additional \$5.2 billion in federal funds would to support **rental and utility assistance**. Homelessness and housing affordability continue to be a critical priority for the local communities that First 5 LA partners with, and greater state and federal resources will help ensure that county and city leaders have the resources necessary to promote housing stability, especially for homeless or housing insecure families.
- \$322.4 million to continue **residential environmental cleanup** in response to the Exide Battery factory contamination. To date, the state has provided over \$251 million for residential and other associated costs related to Exide, and addressing environmental hazards is a priority of several Best Start Communities.

The May Revise is the second step in the state's budgetary process, and it reflects updated revenue and policy forecasts that have emerged since the governor released his initial budget proposal in January. The Legislature, led by its budget committees and subcommittees, will now draft and finalize Trailer Bill Language (TBLs) that serve as the final step in negotiations between lawmakers and the administration. The Legislature must pass its budget bills by June 15th, which is also the same day California will end most pandemic related restrictions and move into a broader phase of economic reopening. Finally, the governor must sign the state's finalized 2021-2022 budget by June 30th. Both California and First 5 LA's new fiscal year begin on July 1st.

More than 60 percent of California residents are now partially or fully vaccinated against COVID-19, and new cases and hospitalizations remain low. Coupled with the Newsom Administration's plan to broadly reopen the state in mid-June, California appears to be entering a new and more hopeful phase of the pandemic. However, even with the direct public health threats of COVID-19 reduced, families will still face difficulties stemming from a year of significant trauma; heightened economic, housing and food insecurities; and social isolation during stay-at-home orders. As such, families throughout Los Angeles County and California, and especially families of color in the most impacted communities, will benefit from continued and robust supports that strengthen the Whole Child and Whole Family.

Now is the moment to bring down existing barriers to care, both because the need for supports is and will remain high, and because California has the budgetary flexibility and federal investments necessary to meaningfully bolster and accelerate improvement in our family supporting systems. Policy and systems changes necessary to strengthen Los Angeles County families have never been more urgent, and the May Revise demonstrates an understanding of the imperative of supporting families during these challenging times and beyond. However, as the pandemic slows in California and many more sectors of the economy reopen, the state could have even more revenue to spend by June, when the governor must sign a finalized budget. As such, First 5 LA's Office of Government Affairs and Public Policy, in partnership with California Strategies, our state advocates in Sacramento; the statewide network of First 5s, as well as the First 5 Association and First 5 CA; grantees; community leaders through Best Start; and other advocacy partners, will continue working to influence the state budget throughout the remaining steps of its development.



May 17, 2021

Governor Newsom
State of California
State Capitol
Sacramento, CA 95814

Pro Temp Atkins
California State Senate
State Capitol, Room 205
Sacramento, CA 95814

Tony Thurmond
State Superintendent of Public Instruction
1430 N Street, Suite 5000
Sacramento, CA 95814

Speaker Rendon
California State Assembly
State Capitol, Room 219
Sacramento, CA 95814

The Early Care and Education (ECE) Coalition is committed to improving the lives and economic security of California families, children, and child care providers.

We are disappointed the Administration's 2021-22 May Revise did not include a rate increase for child care providers at a time much attention is on closing the pay equity gap and combatting systematic racism. Child care providers kept their doors open through this pandemic so that doctors, nurses, grocery clerks, delivery drivers, and other essential workers could keep our economy from collapsing while many Californians had to shelter in place. Child care providers, mainly Black, Brown, and immigrant women, risked their own lives, economic security, and families' health to ensure our state's economy and health care system could function. When child care providers are forced to close their doors, our communities lose a valuable asset and the providers – mostly women of color – lose their livelihood.

While we appreciate the inclusion of 100,000 child care spaces, if this 2021-22 budget is intended to move California into the future, we believe nothing short of 200,000 spaces will suffice. As we turn our attention to economic recovery, child care is a NECESSITY for building a strong economy, and we must treat these providers with dignity and respect.

The ECE coalition is urging state leaders to allocate:

PROVIDER SUPPORTS	
PROVIDER RATE INCREASE	Senate, Assembly, and Legislative Women's Caucus Proposals – Adopted 2018 RMR Survey for all providers at 85% of SMI
PROFESSIONAL DEVELOPMENT	Assembly Proposal & May Revise - \$250 million Block Grant and \$25 million CCIP
PROVIDER STABILIZATION GRANTS FOR ALL PROVIDERS	Release the <u>\$2.3 billion in Child Care and Development Funds that California received</u> as required by the <u>guidance issued by the Administration for Children and Families on May 10, 2021</u> . ¹ Providers hold harmless & backfill for lost family fees through September 2024.
ACCESS	
CHILD CARE SPACES	Senate and Legislative Women's Caucus Proposals – 200,000 spaces
FAMILY FEES	Senate, Assembly and Legislative Women's Caucus Proposals - Waive all family fees for existing and new spaces through September 2024
FACILITIES & NEW PROVIDER GRANTS	\$825 million

¹ U.S. Dep't of Health & Human Svcs., Information Memorandum ARP Act Child Care Stabilization Funds, CCDF-ACF-IM-2021-02, May 10, 2021, <https://www.acf.hhs.gov/sites/default/files/documents/occ/CCDF-ACF-IM-2021-02.pdf>; see also Child Care Law Center, Child Care FUNDing in the American Rescue Plan Act of 2021 Memorandum and Child Care Funding in the American Rescue Plan of 2021 Chart, Mar. 2021, <https://www.childcarelaw.org/federal-child-care-funding/>.

SYSTEM FRAMEWORK	
DIRECT DEPOSIT FOR PROVIDERS	May Revise - \$6 million
COVID RELIEVE FOR RESOURCES & REFERRAL AGENCIES	\$30 million
WAIVING CHILD CARE PROVIDER LICENSING FEES	\$10 million
AP TECH UPGRADES	\$30 million
DSS DEVELOPED EQUITY INDEX	\$5 million
CLEANING THE WAITING-LISTS	\$10 million
R&R RATE INCREASE	\$20 million

Investing in Child Care Grows the Economy

This child care funding proposal will give child care providers and programs a chance to recover, and it will give parents peace of mind. “For many women and people, child care is the prerequisite for parents’ ability to work, and for many others it is their work,” said Vice President Kamala Harris. More than 2.3 million U.S. women have left the labor market since the pandemic began, many citing child care as the reason. 1 in 4 women are considering leaving the workforce or downshifting their careers due to the impact of COVID-19. Without significant investments in our child care system, these women will simply not be able to return to work.

Waiving Family Fees

In California, the average family [spends ⅓ of their income on child care for two children](#).

Subsidized child care can still cost families far more than their budget allows, especially families living paycheck to paycheck. Waiving family fees immediately puts money back in the pockets of families and family care providers, particularly women of color, who are the backbone of California’s child care system.

Increasing Reimbursement Rates to Child Care Providers

Every child care provider deserves to be treated with dignity and respect. By not giving child care professionals the respect and pay they deserve, policymakers continue to uphold a

discriminatory system that exploits Black women, Latinx women, immigrant women, and other women of color, who are the majority of this workforce. According to the Bureau of Labor Statistics data, California has lost more than 8,500 licensed child care sites in the last year and now roughly one in four child-care jobs have been lost. With the Child Care Development Fund (CCDF) Supplemental Discretionary Funds, [federal child care stabilization grants](#), increase in general CCDF, and state general funds, we can pay child care professionals fairly, recruit new child care providers, and create more equitable outcomes

Improving Family's Access to Child Care

There were far too few family child care homes and child care centers even before the pandemic, and now, thousands have been forced to close. According to the [Resource & Referral Network](#), 33% of licensed child care centers and 14% of licensed family child care homes in California have closed their doors since the start of the pandemic. To help us all get back on track, give parents affordable child care choices, and create new jobs, we must support a diversity of child care options in a variety of settings. [The UC Berkeley Center for the Study of Child Care Employment](#), determined that nationwide, the child care workforce shrank by 20%, nearly 200,000 child care workers, within the first six months of the pandemic. A lot of families who are going back to the workplace after working from home due to the pandemic will find that their child care facility has shut down. Investing in child care spaces and allocating all of the federal CCDBG stabilization money as grants to all providers to keep their doors open will ensure families have access to child care and parents can afford to go back to the workplace.

Bold investments achieve impactful results. Now is the time to rebuild and restructure California's fragmented child care system. Through these investment-driven, evidence-based reforms, California can achieve a more equitable system to support children and families and maximize public benefit.

Sincerely,
The ECE Coalition

First 5 LA - Advocacy Agenda 2021



Policy Item	Author/Budget Amount	Title & Description
Early Care & Education		
AB 92	Reyes (AD-47) - Grand Terrace	Preschool and Child Care and Development Services: Family Fees: Current law requires the Superintendent of Public Instruction to establish a fee schedule for families using preschool and childcare and development services. Current law exempts certain families from those fees. This bill would declare the intent of the Legislature to enact legislation that would alleviate the burden on low-income families of fees for preschool and childcare and development services.
SB 246	Leyva (SD-20) - Pomona	Early Childhood Education: Reimbursement Rates: This bill would make a number of changes to the reimbursement rate system, including implementing plan that establishes reasonable standards and assigns rates that vary with additional factors, increase rates for license-exempt providers, and would require the CDE and CDSS to create the Quality Counts California Pilot Reimbursement Program intended to allow childcare providers to receive higher reimbursement rates.
Health		
SB 316	Eggman (SD-05) - Stockton	Medi-Cal: Federally Qualified Health Center and Rural Health Clinics: This bill would allow Medi-Cal to reimburse Federally Qualified Health Clinics (FQHCs) and Rural Health Clinics (RHCs) for two services when a patient receives a medical visit and mental health or dental visit on the same day at the same clinic location. A medical visit is a service carried out by a physician, physician assistant, nurse practitioner, certified nurse-midwife, clinical psychologist, licensed clinical social worker, visiting nurse or a comprehensive perinatal practitioner, while a mental health visit is a service from psychiatrist, clinical psychologist, licensed clinical social worker, or marriage and family therapist. Dental care must be provided by a dental hygienist.
Families		

Policy Item	Author/Budget Amount	Title & Description
AB 123	Gonzalez (SD-33) - Long Beach	Paid Family Leave: Weekly Benefit Amount: This bill would revise the formula for determining benefits available pursuant to the family temporary disability insurance program, for periods of disability commencing after January 1, 2022, by redefining the weekly benefit amount to be equal to 90% of the wages paid to an individual for employment by employers during the quarter of the individual's disability base period in which these wages were highest, divided by 13, but not exceeding the maximum workers' compensation temporary disability indemnity weekly benefit amount established by the Department of Industrial Relations.

FIRST 5 LA

SUBJECT:

Public Hearing: Annual Review of the First 5 LA Strategic Plan

SUMMARY:

First 5 LA is funded through the voter-enacted Proposition 10 which was designed to support local decision making and ensure that the investments generated by the revenue addressed the diverse and unique needs of young children of each county in California. In order to ensure accountability across the state, Proposition 10 imposed certain annual procedural requirements on each county commission as a condition to the continuing receipt of Proposition 10 tobacco tax funds. Those procedural conditions include the requirement that the Board hold a public hearing at least annually to review the First 5 California Annual Report, First 5 LA's Strategic Plan, and First 5 LA's annual audit. The June 10 Board Meeting will serve as a public hearing on First 5 LA Strategic Plan and opportunity to receive any additional comments, consistent with the Proposition 10 requirements.

BACKGROUND:

During the November 14, 2019 Board of Commissioners meeting, the Board approved the 2020-2028 Strategic Plan, which commenced July 1, 2020. The Strategic Plan provides the roadmap to guide First 5 LA's work as a system change leader and funder, grounded in our values and investment guidelines. Four strategic priorities guide our work through 2028:

- Strengthen Public and Community Systems: Improve, integrate and expand systems of early prevention, intervention and learning to become family-centered, child-focused and promote equitable outcomes.
- Advance and Build on Community Experience: Connect, maximize, and coordinate public resources, relationships and local assets and relationships within the 14 Best Start geographies.
- Expand Influence and Impact with Data: Expand the availability, use and power of data and parent voice to call attention to disparities, amplify advocacy, and drive policy change, practice change, and will building.
- Optimize our Effectiveness: Heighten organizational performance to enhance our impact.

During the September 2020 and March 2021 Board of Commissioners meetings, staff shared reflections from Year 1 implementation progress across all four strategic priorities within the shifting contexts of COVID-19 pandemic and racial justice uprisings. Subsequent Board and Committee presentations and discussions continued to focus on Year 1 implementation progress. A sample of topics included: living into our DEI value; Best Start regional highlights; learnings from the pandemic and implications for work moving forward; organizational structure aligned with the impact we seek, procurement policy reform, and the proposed FY21-22 budget.

NEXT STEPS:

The June 10 Board of Commissioners meeting will include time for a public hearing on the 2020-2028 Strategic Plan and to receive additional comments, consistent with Proposition 10's requirement. The annual public hearing is coupled with the Board's consideration and action on the FY21-22 budget, which reflects First 5 LA's work for Year 2 of the 2020-2028 Strategic Plan.

FY 2021-22 BUDGET



Meeting of the Board of Commissioners
June 10, 2021

Table of Contents

Transmittal Memo	1
Attachment A: Budget Highlights	6
Attachment B: Budget Summary – Program/Total	22
Attachment C: Budget Detail - Program	26
<i>Center for Child & Family Impact</i>	<i>27</i>
Family Supports Team	28
Communities Team	44
Early Care & Education Team	66
Health Systems Team.....	78
Center Support Team.....	84
<i>Offices</i>	<i>92</i>
Office of Government Affairs & Public Policy.....	93
Office of Communications	105
Office of Data for Action	114
Attachment D: Budget Summary - Operating	126
Operating Cost Summary.....	127
Administrative Limit Calculation.....	128
Schedule of Authorized Positions	129
Attachment E: Budget Detail - Operating	130
<i>Center for Child and Family Impact.....</i>	<i>131</i>
<i>Executive Director’s Office</i>	<i>161</i>
<i>Center for Operational Excellence</i>	<i>195</i>
Attachment F: GASB 54	235

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: June 10, 2021

Subject: **FIRST 5 LA 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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152

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.

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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	FY 2020-21 APPROVED BUDGET	PROPOSED ADJUSTMENTS	FY 2020-21 REVISED BUDGET	FY 2021-22 PROPOSED BUDGET	VARIANCE	
						\$	%
FAMILY SUPPORTS	Welcome Baby Hospitals	\$ 21,730,000		\$ 21,730,000	\$ 22,406,000	\$ 676,000	3%
	Select Home Visiting Programs	10,170,000	630,000	10,800,000	11,596,000	796,000	7%
	Deb Daro Consultation	-	35,000	35,000	35,000	-	0%
	Family Strengthening Oversight Entity	3,650,000	(50,000)	3,600,000	3,810,000	210,000	6%
	F5CA Home Visiting Coordination Project	-	100,000	100,000	100,000	-	0%
	Funding to Support Home Visiting Health Plan Partnerships	50,000		50,000	-	(50,000)	-100%
	Home Visiting Staff Diversity/Retention Consultant				20,000	20,000	N/A
	Home Visiting Sustainability Support in Health Systems	120,000		120,000	-	(120,000)	-100%
	Home Visiting Sustainability Support in Mental Health Systems	75,000		75,000	-	(75,000)	-100%
	LAC Perinatal and Early Childhood Home Visiting Consortium	50,000		50,000	-	(50,000)	-100%
	MAMA's Visits Home Visiting Program Training and T.A. Support	265,000		265,000	265,000	-	0%
	Stronger Families Database	667,000		667,000	667,000	-	0%
	Welcome Baby Impact Study	870,000	284,000	1,154,000	1,362,000	208,000	18%
	Abriendo Puertas	230,000		230,000	-	(230,000)	-100%
Sub-total Family Supports	Family Engagement Learning Community Support	282,000	(61,000)	221,000	-	(221,000)	-100%
		40,000		40,000	-	(40,000)	-100%
		\$ 38,199,000	\$ 938,000	\$ 39,137,000	\$ 40,261,000	\$ 1,124,000	2.9%
COMMUNITIES	Neighborhood Action Councils	\$ 450,000		\$ 450,000	-	(450,000)	-100%
	Region 1: Central-East Regional Network	4,392,000		4,392,000	3,953,000	(439,000)	-10%
	Region 2: SLA Regional Network	5,014,000		5,014,000	4,513,000	(501,000)	-10%
	Region 3: SFV Regional Network	2,315,000		2,315,000	2,084,000	(231,000)	-10%
	Region 4: Port Cities Regional Network	2,644,000		2,644,000	2,380,000	(264,000)	-10%
	Region 5: AV Regional Network	2,180,000		2,180,000	1,962,000	(218,000)	-10%
	Network Capacity Strengthening	575,000	150,000	725,000	542,000	(183,000)	-25%
	Network Knowledge Development and Dissemination				305,000	305,000	N/A
	Food Security	105,000		105,000	-	(105,000)	-100%
	Link Advocates Government Family and Parks (Link)	300,000		300,000	150,000	(150,000)	-50%
	Best Start Learning Agenda	540,000		540,000	540,000	-	0%
	Built Environment Policy Advocacy Fund (BEPAF)	875,000	125,000	1,000,000	875,000	(125,000)	-13%
	Capacity Strengthening Learning Consortium	400,000		400,000	380,000	(20,000)	-5%
	Data Analysis, Learning and Dissemination	650,000	50,000	700,000	-	(700,000)	-100%
Sub-total Communities	Long Beach Mayor's Fund for Education: Business Partner Cultivation				75,000	75,000	N/A
	Stakeholder Engagement and Leveraging	300,000	(120,000)	180,000	17,759,000	(180,000)	-100%
		\$ 20,740,000	\$ 205,000	\$ 20,945,000	\$ 17,759,000	\$ (3,186,000)	-15.2%
ECE	County Liaison Consultant/CFA Data	\$ 75,000		75,000	45,000	(30,000)	-40%
	Early Childhood Education Credential Advocacy Project	362,000		362,000	-	(362,000)	-100%
	ECE Policy Advocacy Fund	3,350,000		3,350,000	2,450,000	(900,000)	-27%
	Educare Policy and Advocacy	300,000		300,000	-	(300,000)	-100%
	Kindergarten Readiness Assessment	6,309,000	(168,000)	6,141,000	3,400,000	(2,741,000)	-45%
	Provider Advisory Group	200,000		200,000	175,000	(25,000)	-13%
	Dual Language Learner	-	1,888,000	1,888,000	1,000,000	(888,000)	-47%
	QRIS Continuous Site Engagement	1,300,000	777,000	2,077,000	-	(2,077,000)	-100%
	Quality Rating and Improvement System Evaluation	522,000		522,000	-	(522,000)	-100%
	ECE Workforce Registry	650,000		650,000	550,000	(100,000)	-15%
	Home-Based Child Care Strategy	200,000		200,000	300,000	100,000	50%
	IMPACT 2020	2,760,000		2,760,000	1,944,000	(816,000)	-30%
	QSLA Database	600,000		600,000	600,000	-	0%
	QSLA Expansion: IMPACT1	2,100,000		2,100,000	2,100,000	-	0%
Sub-total ECE	VIVA Social Impact Partners	400,000		400,000	400,000	-	0%
	Shared Services Support	3,000		3,000	-	(3,000)	-100%
	Early Childhood Educator Competencies Curriculum Project	182,000		182,000	-	(182,000)	-100%
		\$ 19,313,000	\$ 2,497,000	\$ 21,810,000	\$ 12,964,000	\$ (8,846,000)	-40.6%

CENTER/TEAM/OFFICE	PROJECT NAME	FY 2020-21 APPROVED BUDGET	PROPOSED ADJUSTMENTS	FY 2020-21		FY 2021-22		VARIANCE	
				REVISED BUDGET		PROPOSED BUDGET		\$	%
HEALTH SYSTEMS	Help Me Grow	\$ 3,496,000	\$ (418,000)	\$ 3,078,000	\$	4,172,000	\$	1,094,000	36%
	First Connections	583,000		583,000		545,000		(38,000)	-7%
	Early Identification and Intervention Evaluation	150,000		150,000		79,000		(71,000)	-47%
	Trauma-Informed Approaches	289,000	225,000			514,000	-	(514,000)	-100%
Sub-total Health Systems	AAIMM Birth Outcomes and Disparities – Policy and Systems Change	1,400,000		1,400,000		1,050,000		(350,000)	-25%
		\$ 5,918,000	\$ (193,000)	\$ 5,725,000	\$	5,846,000	\$	121,000	2.1%
CENTER SUPPORT	Bold Vision	150,000		150,000	\$	150,000		-	0%
	Center for Strategic Partnerships					25,000		25,000	N/A
	County Partnership Fund	165,000		165,000		225,000		60,000	36%
	Infrastructure Support for Sustainability and Health Planning	25,000		25,000		180,000		155,000	620%
Sub-total Center Support	Medi-Cal Administrative Activities Implementation Support	277,000	(67,000)	210,000		65,000		(145,000)	-69%
	Southern California Grantmakers (SCG)	112,000		112,000		50,000		(62,000)	-55%
Sub-Total: Center for Child and Family Impact		\$ 729,000	\$ (67,000)	\$ 662,000	\$	695,000	\$	33,000	5.0%
		\$ 84,899,000	\$ 3,380,000	\$ 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			\$ -	\$	400,000		400,000	N/A
	Conference Funding to Advance the Field of Early Childhood Development			-		150,000		150,000	N/A
	Organization-wide Sponsorships to Build Partnerships and Public Will for First 5 LA's Results Areas			-		200,000		200,000	N/A
	Organizational Memberships and Stakeholder Engagement Efforts	\$ 100,000	75,000	175,000		508,000		508,000	N/A
	Federal Policy and Sustainability Advocate	440,000		440,000		100,000		(75,000)	-43%
	State Policy and Sustainability Advocate	975,000	35,000	1,010,000		448,000		8,000	2%
	Strategic Plan Advocacy Strategies	\$ 1,515,000	\$ 110,000	\$ 1,625,000	\$	1,263,000		253,000	25%
						3,069,000	\$	1,444,000	88.9%
Office of Communications									
OFFICE OF COMMUNICATIONS	Strategic Communications	2,700,000	(200,000)	2,500,000		2,500,000		-	0%
	Strategic Communications Partnerships	800,000		800,000		539,000		(261,000)	-33%
Sub-Total: Office of Communications	Strategic Marketing	2,248,000	(185,000)	2,063,000		1,575,000		(488,000)	-24%
		\$ 5,748,000	\$ (385,000)	\$ 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	\$ 100,000	\$ (75,000)	\$ 25,000				(25,000)	-100%
	Organization-wide Learning	14,000		14,000				(14,000)	-100%
	Annual Reporting	25,000	(25,000)	-		74,000		74,000	N/A
	Data Policies & Practices	25,000		25,000		150,000		125,000	500%
	Data Requests	5,000		5,000		5,000		-	0%
	Indicator Development	150,000		150,000		-		(150,000)	-100%
	Children's Data Network (CDN)	850,000		850,000		850,000		-	0%
	County Data Partnership					115,000		115,000	N/A
	WIC Data Mining Research Partnership	547,000		547,000		384,000		(163,000)	-30%
	Dissemination	20,000		20,000		-		(20,000)	-100%
	Knowledge Management	80,000	(55,000)	25,000		-		(25,000)	-100%
	Assisting and Supporting Staff with Information for Specialized Tasks					119,000		119,000	N/A
	First 5 LA Data Strategy	100,000		100,000		250,000		150,000	150%
	Impact Framework	325,000	(200,000)	125,000		430,000		305,000	244%
Sub-total Office of Data for Action	Capacity Building and Technical Assistance	75,000		75,000				(75,000)	-100%
		\$ 2,316,000	\$ (355,000)	\$ 1,961,000	\$	2,377,000	\$	416,000	21.2%

CENTER/TEAM/OFFICE	PROJECT NAME	FY 2020-21 APPROVED BUDGET	PROPOSED ADJUSTMENTS	FY 2020-21		FY 2021-22		VARIANCE					
				REVISED BUDGET		PROPOSED BUDGET		\$	%				
Other - Projects Expired in FY 20-21 or Consolidated	Los Angeles Area Chamber of Commerce Los Angeles Partnership for Early Childhood Investment LA Funders Collaborative LA-N-Sync Sector Partnership Development	\$	30,000	\$	30,000	\$	-	(30,000)	0%				
			30,000		30,000		-	(30,000)	0%				
			25,000		25,000		-	(25,000)	-100%				
			25,000		25,000		-	(25,000)	-100%				
	Grantmaking Memberships		470,000		470,000		-	(470,000)	0%				
			41,000		41,000		-	(41,000)	0%				
	Municipalities Engagement Parent Advocacy and Engagement		130,000		130,000		-	(130,000)	0%				
			77,000		77,000		-	(77,000)	0%				
	Sub-total Other - Projects Expired in FY 20-21 or Consolidated		\$	828,000	\$	-	\$	828,000	\$	-	\$	(828,000)	-100.0%
	TOTAL 2020-2028 STRATEGIC PLAN		\$	95,306,000	\$	2,750,000	\$	98,056,000	\$	87,585,000	\$	(10,471,000)	-10.7%
LEGACY INVESTMENTS													
Baby Friendly Hospitals Little by Little/One Step Ahead	Baby Friendly Hospital Project - Cycle 4 Little by Little/One Step Ahead Program	\$	48,000	\$	80,200	\$	128,200	\$	40,000	\$	(88,200)	-69%	
			3,105,000		3,105,000		3,219,000	\$	3,179,000		74,000	2%	
		\$	3,153,000	\$	80,200	\$	3,233,200	\$	3,219,000	\$	(14,200)	-0.4%	
Emerging Opportunities Fund	Emerging Opportunities Fund	\$	3,000,000	\$	(2,785,000)	\$	215,000	\$	1,500,000	\$	1,285,000	598%	
		\$	101,459,000	\$	45,200	\$	101,504,200	\$	92,304,000	\$	(9,200,200)	-9.1%	
INTERNAL OPERATIONS													
TOTAL INTERNAL OPERATIONS	Administrative Costs Program Costs					\$	13,840,136	\$	14,135,548	\$	295,412	2%	
						\$	7,856,620		(611,492)		74,000	-7%	
		\$	22,797,493	\$	(489,245)	\$	22,308,248	\$	21,992,168	\$	(316,080)	-1.4%	
TOTAL FIRST 5 LA BUDGET		\$	124,256,493	\$	(444,045)	\$	123,812,448	\$	114,296,168	\$	(9,516,280)	-7.7%	
NON-F5LA PROPOSITION 10 REVENUES													
TOTAL NON-F5LA PROPOSITION 10 REVENUES	F5CA Home Visiting Coordination Project F5CA Dual Language Learner F5CA IMPACT QSLA Expansion: IMPACT1					\$					100,000		
											1,000,000		
											1,944,000		
											2,100,000		
						\$					5,144,000		

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

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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:

- historical spending patterns
- year-to-date expenditures in FY 20-21
- 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

DRAFT

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

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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 30, 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

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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 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.	2020-2028 Strategic Plan
Change from Prior Year (if >+-20%)	

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
Supporting the Emergence of Movements	2020-2028 Strategic Plan
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. 3) Evaluation – A budget of \$9,000 is needed to continue evaluation efforts, including fees and data collection and analysis activities. 4) Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$156,600. 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. 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.	
Change from Prior Year (if >+-20%)	

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%)

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%)

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%)	

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 5 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
Field Building	2020-2028 Strategic Plan
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

Field Building

Investment Category

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%)

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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

County Partnerships

Investment Category

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	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Change from Prior Year (if >+-20%)
Reduction of lobbying support federal advocacy efforts coordinated by First 5 California.

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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 PECI, among others.

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

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
Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future
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	2015-2020 Strategic Plan: Focusing for the Future
advocacy efforts.	

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%)

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
Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future
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.

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
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
Communications & Marketing “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. 4) \$425,000 Printing and Mailing to Reach “Hard-To-Reach” Communities 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. 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. 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. 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. 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). 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. 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.	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+-20%)	

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 \$74,0000. 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.

DRAFT

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				Variance from FY 2020-21
	Revised Budget	Estimated Expenditures	Variance	BOC	Center for Operational Excellence	Center for Child and Family Impact	Executive Director's Office	Proposed Budget
Personnel Services								
Salaries								
Total Salaries	13,722,800	11,776,496	1,946,303	-	4,133,052	4,744,509	4,274,406	13,151,967
Total Employee Benefits	4,081,895	3,533,653	548,242	-	1,351,178	1,612,560	1,288,401	4,252,139
Total Personnel Services	17,804,695	15,310,149	2,494,546	-	5,484,230	6,357,069	5,562,807	17,404,106
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
6215 Utilities	145,000	155,424	(10,424)	-	135,000	-	-	135,000
6220 Corporate Insurance	101,000	31,000	70,000	-	106,000	-	-	106,000
6225 Mileage, Parking and Other Transportation	34,670	21,569	13,101	1,500	1,600	11,380	7,200	21,680
6230 Telephone	70,000	57,621	12,379	-	70,000	-	-	70,000
6235 Cell Phone & Mobile Devices	167,400	33,332	134,068	-	26,400	60,600	46,800	133,800
6240 Outside Printing & Publishing	3,600	18,422	(14,822)	-	500	-	1,000	1,500
6245 Other Supplies	10,250	16,148	(5,898)	250	5,000	-	-	5,250
6250 Postage & Delivery	13,200	13,200	-	-	8,000	-	-	8,000
6255 Educational Supplies	2,900	1,903	997	-	500	1,000	1,600	3,100
6260 Office Supplies	77,570	62,848	14,722	2,000	29,500	12,400	15,800	59,700
6265 Subscriptions & Publications	28,240	4,158	24,082	-	1,833	5,400	23,947	31,180
6270 Capital Outlay	144,500	191,000	(46,500)	-	134,000	-	-	134,000
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
6290 Offsite Storage	29,550	17,413	12,137	-	18,000	-	9,000	27,000
6295 Hardware & Software Maintenance	470,730	203,262	267,468	-	441,734	-	3,480	445,214
6300 Miscellaneous/Contingency	95,000	-	95,000	-	194,000	-	50,000	244,000
6305 Stipend/Honorarium	-	-	-	-	-	-	2,100	2,100
6310 Internal Meetings	95,000	86,612	8,388	3,500	15,200	31,500	34,000	84,200
6315 Divisional Capacity Building	75,000	75,000	-	-	-	35,000	-	35,000
Total Operating Services	1,853,610	1,290,891	562,719	7,250	1,479,767	158,280	194,927	1,840,224
Consultant Services								
6410 Consultant Fees	1,418,725	888,203	530,523	-	-	-	-	-
6420 Other Professional Fees	350,500	315,000	35,500	20,000	808,600	65,000	587,500	1,481,100
6430 External Reviewers	3,000	450	2,550	-	320,000	-	-	320,000
Total Consultant Services	1,772,225	1,203,653	568,573	20,000	1,128,600	65,000	587,500	1,801,100
Professional Services								
6510 Audit	90,000	61,000	29,000	-	-	-	-	-
6520 Legal Fees	150,000	78,392	71,608	-	90,000	-	-	90,000
6540 Professional Dues	119,818	21,665	98,154	-	32,800	5,600	225,000	225,000
6550 Staff Recruitment	10,000	5,060	4,940	-	10,000	-	5,623	44,023
6560 Commissioners Stipends	25,000	24,000	1,000	23,000	-	-	-	10,000
6570 Web-Based Services	48,000	14,482	33,518	-	56,600	-	-	23,000
6580 Bank & Other Service Charges	35,000	32,000	3,000	-	20,000	-	-	56,600
Total Professional Services	477,818	236,599	241,219	23,000	209,400	5,600	230,623	468,623
Travel Expenses								
6610 Airfare	10,500	108,517	(98,017)	-	-	-	-	-
6620 Lodging	6,000	61,082	(55,082)	1,000	2,850	20,500	7,500	31,850
6640 Per Diem	4,125	41,149	(37,024)	750	3,700	32,500	7,700	44,900
6650 Other Travel Expense	19,925	12,872	7,053	250	2,000	13,450	3,900	20,100
Total Travel Expenses	40,550	223,620	(183,070)	3,000	17,850	71,950	20,850	113,600
Professional Development								
6810 Training Materials & Supplies	11,300	5,392	5,908	-	-	-	-	-
6820 Internal Training	91,000	10,000	81,000	-	4,200	300	2,700	7,200
6830 Leadership Programs	48,500	5,265	43,235	-	50,000	-	13,500	63,500
6840 Conference Registrations	142,650	88,246	54,404	1,500	172,000	-	-	172,000
6850 External Education/Training	65,900	34,333	31,567	-	8,515	38,700	38,500	87,215
Total Professional Development	359,350	143,236	216,114	1,500	278,815	49,000	67,200	364,515
Total OPERATING EXPENSES	22,308,248	18,408,149	3,900,100	54,750	8,566,612	6,706,899	6,663,907	21,992,168

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%

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	Filled Positions as of March 2021	Baseline	FY 2021-22
	Authorized Positions ¹			Addition/Deletion
Center for Operational Excellence	2	2	2	0
Workplace Management Team	3	3	3	0
Contract Administration & Purchasing Team	10	8	10	0
Finance Team	9	9	9	0
Human Resources & Talent Management Team	4	3	4	0
Information Technology Team	6	5	6	0
Executive Director's Office	6	5	7	0
Office of Data for Action	7	3	6	0
Office of Equity, Strategy & Learning	6	2	6	0
Office of Communications	9	9	9	0
Office of Government Affairs and Public Policy	10	8	10	0
Center for Child and Family Impact	4	4	4	0
Communities	19	17	19	0
Early Care & Education	8	7	8	0
Family Supports	9	7	9	0
Health Systems	8	7	8	0
	120	99	120	0

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	
Personnel Services							
Salaries							
Total Salaries	4,957,941	595,731	1,728,359	804,679	780,559	835,181	(213,432)
Total Employee Benefits	1,545,524	155,350	604,920	254,679	333,178	264,433	67,036
Total Personnel Services	6,503,466	751,081	2,333,279	1,059,358	1,113,737	1,099,614	(116,396)
Operating Services							
ADP-Payroll	-	-	-	-	-	-	-
Worker's Compensation Insurance	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Corporate Insurance	-	-	-	-	-	-	-
Mileage, Parking and Other Transportation	10,820	500	4,000	2,880	3,000	1,000	560
Cell Phone & Mobile Devices	-	-	-	-	-	-	-
Telephone	81,900	4,800	22,800	9,600	13,800	9,600	(21,300)
Outside Printing & Publishing	-	-	-	-	-	-	-
Other Supplies	-	-	-	-	-	-	-
Postage & Delivery	-	-	-	-	-	-	-
Educational Supplies	1,000	-	1,000	-	-	-	1,000
Office Supplies	13,420	1,500	6,000	2,400	1,000	1,500	(1,020)
Subscriptions & Publications	4,540	250	1,900	2,700	50	500	860
Capital Outlay	-	-	-	-	-	-	-
Equipment-Rentals & Leases	-	-	-	-	-	-	-
Equipment Repair & Maintenance	-	-	-	-	-	-	-
Equipment Repairs & Maintenance	1,000	-	1,000	-	-	-	-
Offsite Storage	-	-	-	-	-	-	-
Hardware & Software Maintenance	-	-	-	-	-	-	-
Miscellaneous/Contingency	-	-	-	-	-	-	-
Stipend/Honorarium	-	-	-	-	-	-	-
Internal Meetings	22,100	5,300	14,000	7,200	2,000	3,000	9,400
Divisional Capacity Building	-	35,000	-	-	-	-	35,000
Total Operating Services	134,760	47,350	50,700	24,780	19,850	15,600	23,500
Consultant Services							
Consultant Fees	-	-	-	-	-	-	-
Other Professional Fees	175,725	25,000	20,000	10,000	5,000	5,000	(110,725)
External Reviewers	-	-	-	-	-	-	-
Total Consultant Services	175,725	25,000	20,000	10,000	5,000	5,000	(110,725)
Professional Services							
Audit	-	-	-	-	-	-	-
Legal Fees	-	-	-	-	-	-	-
Professional Dues	7,040	-	1,000	2,000	1,000	1,600	(1,440)
Staff Recruitment	-	-	-	-	-	-	-
Commissioners Stipends	-	-	-	-	-	-	-
Web-Based Services	-	-	-	-	-	-	-
Bank & Other Service Charges	-	-	-	-	-	-	-
Total Professional Services	7,040	-	1,000	2,000	1,000	1,600	(1,440)
Travel Expenses							
Airfare	-	3,000	2,000	6,000	7,000	2,500	20,500
Lodging	-	3,000	4,000	5,500	15,000	5,000	32,500
Per Diem	-	1,500	2,500	2,450	5,000	2,000	13,450
Other Travel Expense	-	1,500	1,000	-	2,000	1,000	5,500
Total Travel Expenses	-	9,000	9,500	13,950	29,000	10,500	71,950
Professional Development							
Training Materials & Supplies	-	-	-	-	-	-	-
Internal Training	1,300	-	-	-	300	-	300
Leadership Programs	3,000	-	-	-	-	-	(3,000)
Conference Registrations	-	-	-	-	-	-	-
External Education/Training	37,950	4,500	10,200	6,000	11,000	7,000	38,700
Total Professional Development	63,250	4,500	10,200	6,000	21,300	7,000	(11,000)
Total OPERATING EXPENSES	6,884,261	856,931	2,424,679	1,116,088	1,189,887	1,139,314	(177,361)

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	11,000	11,250	(6,000)
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,000	4,000	1,300	2,000	(3,000)
6265	Subscriptions & Publications	50	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	1,235	2,000	-
	Total Operating Services	19,850	28,850	13,585	17,000	(9,000)
Consultant Services						
6410	Consultant Fees	1,725	1,725	1,000	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	(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	11,000	(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

Consultant Fees	\$1,725.00	\$5,000.00	0.00%

Description

Fees to cover potential consulting, at \$150/hour for up to 33 hours.

Professional Dues	\$2,000.00	\$1,000.00	0.00%

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%

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%

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%

Description

Budget of \$5K in anticipation of travel costs between January-June 2022.

Other Travel Expenses	\$0.00	\$2,000.00	0.00%

Description

Budget of \$2K in anticipation of travel costs between January-June 2022.

Training Materials and Supplies	\$800.00	\$300.00	0.00%

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%

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%

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

Office Supplies	\$5,000.00	\$6,000.00	0.00%

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%

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%

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%

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%

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%

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%

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%

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%

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%

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%

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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Professional Dues	\$2,040.00	\$2,000.00	0.00%

Description
Membership due to various professional organizations (NAEYC, etc.). \$250/FTE

Airfare	\$0.00	\$6,000.00	0.00%

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%

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%

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%

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 (EI), 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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Consultant Fees	\$5,000.00	\$5,000.00	0.00%

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%

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%

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%

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%

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%

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%

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	1200	-	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%

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 (\$17x50=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%

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%

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%

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 $750 \times 2 = \$1,500$, 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%

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%

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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Other Travel Expenses	\$0.00	\$1,500.00	0.00%

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%

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.

DRAFT

OFFICES

EXECUTIVE DIRECTOR'S OFFICE - SUMMARY FY 2021-22

		FY 2020-21	Executive	Office of Data for	Office of	Office of Equity,	Office of Gov Affairs	Proposed	Variance
		Revised	Director's Office	Action	Communications	Strategy and	and Public Policy	Budget	from FY 2020-21
		Budget							
Personnel Services									
Salaries		2,175,002	926,709	814,697	1,001,160	474,796	1,057,044	4,274,406	2,099,404
Total Salaries		613,765	302,833	204,265	316,652	159,361	305,250	1,288,401	674,636
Total Employee Benefits									
Total Personnel Services		2,788,767	1,229,542	1,018,962	1,317,812	634,157	1,362,334	5,562,807	2,774,040
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	500	7,200	(3,300)
6230	Telephone	-	-	-	-	-	-	-	-
6235	Cell Phone & Mobile Devices	31,000	7,200	8,400	12,000	7,200	12,000	46,800	15,800
6240	Outside Printing & Publishing	600	-	-	-	-	1,000	1,000	400
6245	Other Supplies	-	-	-	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-	-	-	-
6255	Educational Supplies	900	-	-	-	600	1,000	1,600	700
6260	Office Supplies	9,250	3,000	700	6,000	3,600	2,500	15,800	6,550
6265	Subscriptions & Publications	18,700	-	500	9,597	250	13,600	23,947	5,247
6270	Capital Outlay	-	-	-	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-	-	-	-
6285	Equipment Repairs & Maintenance	9,000	-	-	9,000	-	-	9,000	-
6290	Offsite Storage	3,480	-	-	3,480	-	-	3,480	-
6295	Hardware & Software Maintenance	-	-	-	-	-	-	50,000	50,000
6300	Miscellaneous/Contingency	-	50,000	-	-	-	-	2,100	2,100
6305	Stipend/Honorarium	-	-	-	-	2,100	-	34,000	6,500
6310	Internal Meetings	27,500	6,000	6,000	11,500	3,000	7,500	-	-
6315	Divisional Capacity Building	-	-	-	-	-	-	-	-
Total Operating Services		110,930	67,200	16,300	54,577	18,750	38,100	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	-	1,700	2,700	1,700
6820	Internal Training	14,000	-	-	6,000	-	7,500	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	1,424,634	6,663,907	3,677,352

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)

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

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%

Description

Mileage, Parking and Other Transportation \$2,000.00 \$1,000.00 0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phone & Mobile Devices \$10,200.00 \$7,200.00 0.00%

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%

Description

Provides general office supplies for the office's staff.

Miscellaneous/Contingency \$50,000.00 \$50,000.00 0.00%

Description

Funding for unforeseen organizational expenses.

Internal Meetings \$12,000.00 \$6,000.00 0.00%

Description

Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Legal Fees	\$150,000.00	\$225,000.00	0.00%

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%

Description

Provides funding for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	\$0.00	\$1,500.00	0.00%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	\$0.00	\$1,000.00	0.00%

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%

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%

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 Maintenance	-	-	-	-	-
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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Per Diem	\$1,500.00	\$750.00	0.00%

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%

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%

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 Maintenan	-	-	-	-	-
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%

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%

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%

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%

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%

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%

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%

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%

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%

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%

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%

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	1,000
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	5,800	11,200	11,200	12,000	800
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	2,397
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).

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Professional Dues	\$3,328.00	\$3,328.00	0.00%

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%

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%

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%

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%

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%

Description

Mileage, Parking and Other Transportation \$0.00 \$2,000.00 0.00%

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%

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%

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%

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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Subscriptions & Publications	\$0.00	\$250.00	0.00%

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%

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%

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%

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%

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%

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%

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%

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%

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%

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	12,000	(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	2,500	250
6265	Subscriptions & Publications	10,500	10,500	110	13,600	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	7,500	(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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Office Supplies	\$2,250.00	\$2,500.00	0.00%

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%

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
Politico Pro: \$9,615.00
TOTAL GAPP OPERATING COST: \$13,527.90

Internal Meetings	\$10,000.00	\$7,500.00	0.00%

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%

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%

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%

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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

External Education/Training	\$7,500.00	\$7,500.00	0.00%

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.

DRAFT

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										
Salaries										
Total Salaries	3,014,094	441,872	1,014,393	-	903,907	670,808	664,676	437,397	4,133,052	1,118,958
Total Employee Benefits	909,831	119,215	365,737	-	310,162	285,392	176,485	94,187	1,351,178	441,347
Total Personnel Services	3,923,925	561,087	1,380,130	-	1,214,069	956,200	841,161	531,584	5,484,230	1,560,305
Operating Services										
ADP-Payroll	40,000	-	-	-	40,000	-	-	-	40,000	-
Worker's Compensation Insurance	61,000	-	-	-	65,000	-	-	-	65,000	4,000
Utilities	145,000	-	-	135,000	-	-	-	-	135,000	(10,000)
Corporate Insurance	101,000	-	-	-	106,000	-	-	-	106,000	5,000
Mileage, Parking and Other Transportation	2,150	750	-	-	250	100	500	500	1,600	(650)
Telephone	70,000	-	-	-	-	-	70,000	-	70,000	-
Cell Phone & Mobile Devices	34,200	3,600	-	-	10,800	4,800	7,200	2,400	26,400	(7,800)
Outside Printing & Publishing	3,000	-	-	-	500	-	-	-	500	(2,500)
Other Supplies	10,000	-	-	5,000	-	-	-	-	5,000	(5,000)
Postage & Delivery	13,200	-	500	8,000	-	-	-	-	8,000	(6,200)
Educational Supplies	1,000	-	2,500	15,000	2,000	3,500	4,000	1,000	29,500	(600)
Office Supplies	44,000	2,500	-	-	-	-	-	-	46,500	(14,500)
Subscriptions & Publications	2,700	1,133	-	-	-	700	-	-	1,833	(867)
Capital Outlay	144,500	-	-	-	-	-	134,000	-	134,000	(10,500)
Equipment-Rents & Leases	27,000	-	-	4,000	-	-	23,000	-	27,000	-
Building Repair & Maintenance	150,000	-	-	150,000	-	-	-	-	150,000	-
Equipment Repairs & Maintenance	11,000	-	-	10,000	-	-	500	-	10,500	(500)
Office Storage	20,550	-	-	12,000	-	-	6,000	-	18,000	(2,550)
Hardware & Software Maintenance	472,250	0	-	-	-	-	441,734	-	441,734	(30,516)
Miscellaneous/Contingency	40,000	154,000	-	40,000	-	-	-	-	194,000	154,000
Stipend/Honorarium	2,000	-	-	-	-	-	-	-	-	(2,000)
Internal Meetings	27,050	1,000	3,400	-	300	10,000	500	10,000	15,200	(11,850)
Total Operating Services	1,421,600	162,983	6,400	379,000	224,850	191,100	687,434	13,900	1,479,767	58,167
Consultant Services										
Consultant Fees	1,007,500	25,000	133,600	-	25,000	235,000	390,000	-	808,600	(198,900)
Other Professional Fees	350,000	-	-	320,000	-	-	-	-	320,000	(30,000)
External Reviewers	3,000	-	-	-	-	-	-	-	-	(3,000)
Total Consultant Services	1,360,500	25,000	133,600	320,000	25,000	235,000	390,000	-	1,128,600	(231,900)
Professional Services										
Audit	90,000	-	-	-	90,000	-	-	-	90,000	-
Legal Fees	-	-	-	-	-	-	-	-	-	-
Professional Dues	26,050	8,000	4,000	15,000	800	3,000	2,000	1,000	32,800	6,750
Staff Recruitment	10,000	-	-	-	-	10,000	-	-	10,000	-
Commissioners Stipends	-	-	-	-	-	-	-	-	-	-
Web-Based Services	48,000	-	-	-	-	56,600	-	-	56,600	8,600
Bank & Other Services Charges	35,000	-	-	-	20,000	-	-	-	20,000	(15,000)
Total Professional Services	209,050	8,000	4,000	15,000	110,800	69,600	2,000	1,000	209,400	350
Travel Expenses										
Airfare	-	1,000	-	-	1,250	-	600	1,500	2,850	2,850
Lodging	-	1,000	-	-	1,500	-	1,200	2,000	3,700	3,700
Per Diem	-	750	-	-	750	-	500	1,500	2,000	2,000
Other Travel Expense	-	500	-	-	250	-	8,500	500	9,250	9,250
Total Travel Expenses	-	3,250	-	-	3,750	-	10,800	5,500	17,800	17,800
Professional Development										
Training Materials & Supplies	9,000	-	200	-	-	4,000	-	-	4,200	(4,800)
Internal Training	75,000	-	-	-	-	50,000	-	-	50,000	(25,000)
Leadership Programs	43,500	-	3,500	-	-	168,500	-	-	172,000	128,500
Conference Registrations	32,500	1,000	1,015	-	3,000	3,500	0	2,000	8,515	(23,985)
External Education/Training	15,000	7,100	7,100	-	5,000	-	-	-	12,100	(2,900)
Total Professional Development	175,000	1,000	11,815	-	3,000	231,000	-	2,000	246,815	71,815
Total OPERATING EXPENSES	7,090,075	761,320	1,535,945	714,000	1,581,469	1,510,900	1,931,395	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						
	Total Salaries				437,397	437,397
	Total Employee Benefits				94,187	94,187
	Total Personnel Services	-	-	-	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 Maintenance	-	-	-	-	-
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			
Social Security Tax	\$0.00	\$94,187.00	0.00%
Description			
Mileage, Parking and Other Transportation	\$0.00	\$500.00	0.00%
Description			
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting commission business			
Cell Phone & Mobile Devices	\$0.00	\$2,400.00	0.00%
Description			
Provides reimbursement for cell phone and internet use. \$50 for internet and \$50 for cell phone. 2x\$100 =>\$200x12=2400			
Office Supplies	\$0.00	\$1,000.00	0.00%
Description			
Provides general office supplies for team and staff			
Internal Meetings	\$0.00	\$10,000.00	0.00%
Description			
Provides for expense related to meetings attended by commissioners, legal council, staff and guests.			
Professional Dues	\$0.00	\$1,000.00	0.00%
Description			
Funding for annuals dues to First5 California or for other purposes related to Professional dues.			
Airfare	\$0.00	\$1,500.00	0.00%
Description			
Provides funding for airfare to and from professional conferences outside of the Los Angeles Area.			

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Lodging	\$0.00	\$2,000.00	0.00%

Description
Provides for lodging for multiday professional conferences outside of Los Angeles

Per Diem	\$0.00	\$1,500.00	0.00%

Description
Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles Area.

Other Travel Expenses	\$0.00	\$500.00	0.00%

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%

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) is 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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Training Materials and Supplies	\$1,000.00	\$200.00	0.00%

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%

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%

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%

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

Office Supplies	\$2,000.00	\$2,000.00	0.00%

Description
Provides for general office supplies for the team's staff.

Internal Meetings	\$600.00	\$300.00	0.00%

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%

Description
Provides funds for technical assistance and implementation of Advanced Budget Module (ABM).

Audit	\$90,000.00	\$90,000.00	0.00%

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%

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%

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%

Description
Provides for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	\$0.00	\$1,500.00	0.00%

Description
Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	\$0.00	\$750.00	0.00%

Description
Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Other Travel Expenses	\$0.00	\$250.00	0.00%

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%

Description

Provides for registration expenses for professional conferences including GFOA annual conference and other professional conferences that staff may attend.

DRAFT

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.		

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Consultant Fees	\$139,500.00	\$235,000.00	0.00%

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%

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%

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%

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%

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%

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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Leadership Programs	\$40,000.00	\$168,500.00	0.00%

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%

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%

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 Maintenan	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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Capital Outlay	\$144,500.00	\$134,000.00	0.00%

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%

Description

Multi-functional Printers (MFP) Annual costs:
Xerox - \$12,000
Minolta - \$11,000

Equipment Repairs & Maintenance	\$1,000.00	\$500.00	0.00%

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%

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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Professional Dues	\$1,150.00	\$2,000.00	0.00%

Description
MISAC Membership - \$450
MER conf \$1000
TAG Membership - \$700

Airfare	\$0.00	\$600.00	0.00%

Description
Reduced, due to COVID related travel ban

Lodging	\$0.00	\$1,200.00	0.00%

Description
Reduced, due to COVID related travel ban

Per Diem	\$0.00	\$500.00	0.00%

Description
Reduced, due to COVID related travel ban

Conference/Training Registrations	\$16,500.00	\$8,500.00	0.00%

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.

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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

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%

Description

Mileage, Parking and Other Transportation \$750.00 \$750.00 0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting First 5 LA's business.

Cell Phone & Mobile Devices \$3,000.00 \$3,600.00 0.00%

Description

Provides for up to \$50 per month for personnel working in the field to cover expenses related to data and 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%

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%

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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Miscellaneous/Contingency	\$154,000.00	\$154,000.00	0.00%

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%

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%

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%

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%

Description

Provides for airfare to attend professional conferences outside of the Los Angeles area.

Lodging	\$0.00	\$1,000.00	0.00%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area

Per Diem	\$0.00	\$750.00	0.00%

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%

Description

Provides funds for other travel expenses not covered in other travel categories including transportation to and from airport.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Conference/Training Registrations	\$1,000.00	\$1,000.00	0.00%

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.

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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 Salaries	-	-	-	-	-
	Total Employee Benefits	-	-	-	-	-
	Total Personnel Services	-	-	-	-	-
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	145,000	145,000	153,702	135,000	(10,000)
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transportation	-	-	-	-	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	10,000	10,000	9,381	5,000	(5,000)
6250	Postage & Delivery	13,200	13,200	13,200	8,000	(5,200)
6255	Educational Supplies	-	-	594	-	-
6260	Office Supplies	25,000	25,000	30,000	15,000	(10,000)
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	4,000	4,000	2,405	4,000	-
6280	Building Repair & Maintenance	150,000	150,000	192,000	150,000	-
6285	Equipment Repairs & Maintenance	10,000	10,000	6,000	10,000	-
6290	Offsite Storage	12,000	12,000	11,500	12,000	-
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	55,000	40,000	-	40,000	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	-	-	-	-	-
	Total Operating Services	424,200	409,200	418,783	379,000	(30,200)
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	350,000	350,000	315,000	320,000	(30,000)
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	350,000	350,000	315,000	320,000	(30,000)
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	16,000	16,000	15,000	15,000	(1,000)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	16,000	16,000	15,000	15,000	(1,000)
Travel Expenses						
6610	Airfare	-	-	-	-	-
6620	Lodging	-	-	-	-	-
6640	Per Diem	-	-	-	-	-
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	-	-	-	-	-
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	-	-	-	-	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	-	-	-	-	-
	Total OPERATING EXPENSES	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.

Budget Fiscal Year: 2021 - 2022	Status: Proposed

Offsite Storage	\$12,000.00	\$12,000.00	0.00%

Description

Provides funding for offsite long-term storage for office files and furniture.

Miscellaneous/Contingency	\$55,000.00	\$40,000.00	0.00%

Description

Funding for unforeseen facility related expenses and anticipated COVID-19 related expenses.

Other Professional Fees	\$350,000.00	\$320,000.00	0.00%

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%

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.



ATTACHMENT F:

GASB 54 FUND BALANCE PRESENTATION

FIRST 5 LA
GASB 54 Presentation of Projected Fund Balance at June 30, 2021

Cash Fund Balance as of June 30, 2020 (unaudited)¹	\$ 338,683,806
Plus: Projected Revenue ²	82,071,398
Less: Projected Program Expenditures ³	76,128,150
Less: Projected Operating Expenses ⁴	18,962,011
Fund Balance as of June 30, 2021	\$ 325,665,043

	Balance as of ⁵ June 30, 2020	Modifications during FY 2020-21	Actual ⁶ Expenditures FY 2020-21	Projected Balance as of June 30, 2021	Committed	Assigned	Unassigned	Nonspendable (Advance)
Committed Program Allocations (Multi-year Allocations)								
Baby Friendly Hospitals ⁷	22,958,080		114,051	22,844,029	22,844,029			
Black Infant Health	1,559,165		-	1,559,165	1,559,165			
Data Partnership with Funders - Children's Data Network (CDN)	235,945		-	235,945	235,945			
Little by Little/One Step Ahead	10,306,010		2,763,250	7,542,760	7,542,760			
Welcome Baby Hospital	66,542,000		21,941,410	44,600,590	44,600,590			
Select Home Visitation	33,992,000		10,561,054	23,430,946	23,430,946			
L.A. Care Health Plan	1,209,460		-	1,209,460	1,209,460			
Total Committed Program Allocations/Estimated Program Demands	\$ -	\$ 35,379,765	\$ 101,422,895	\$ 101,422,895	\$ -	\$ -	\$ -	\$ -
FY 2021-22 Appropriations for Investments without a Multi-Year Allocation ⁸								
2020-2028 Strategic Plan: Focusing for the Future					54,679,847			
Legacy Investments					-			
Capital Project Fund ⁹					6,607,175			
Balance Remaining on Advances at June 30, 2021 (Other Various Grantees)								\$ -
FY 2021-22 Operating							21,992,168	
First 5 LA Fund Balance Reserve ¹⁰							57,148,084	
					Committed	Assigned	Unassigned	Nonspendable
Total Fund Balance by Category					\$ 162,709,917	\$ 83,814,874	\$ 79,140,252	\$ -
Total Projected Fund Balance as of June 30, 2021					\$ 325,665,043			

Notes to GASB 54 Presentation of Projected Fund Balance at June 30, 2021:

1. Cash Fund Balance excludes fixed assets and liabilities and was obtained from the monthly financial statements as of March 31, 2021.
2. Projected revenue was calculated based on the average monthly revenue received through March 31, 2021, including tobacco tax, interest, and income received in rental payments.
3. Projected program expenditures for the last three months of the fiscal year were calculated based on annual projections using the best available data at the time, less program expenditures through March 31, 2021.
4. Projected operating expenditures for the last three months of the fiscal year were calculated based on the rate of operating expenditures through March 31, 2021.
5. The remaining balances for all allocations as of June 30, 2020 were obtained from the Annual Financial Report (Annual Report) for FY 2019-20.
6. FY 2020-21 expenditures were estimated using the best information available at the time of this analysis.
7. The allocation for the Baby Friendly Hospitals initiative was previously known as Best Start LA. Baby Friendly Hospitals is the only remaining program drawing down from this balance.
8. Annual appropriations for all investments without a multi-year allocation will be reflected as Committed when the Commission approves the FY 2021-22 Budget in June 2021.
9. The establishment of the Capital Project Fund was approved on June 8, 2017 for \$6,959,676. This Fund is financed by unspent FY 2015-16 Operating Budget funds in the amount of \$3,660,359 (obtained from the Annual Financial Report – AFR) and unspent FY 2016-17 Operating Budget funds in the amount of \$3,299,317, to support capital improvements related to building infrastructure maintenance and workspace layout.
10. Per Board-approved policy, the Fund Balance Reserve is calculated annually as 25% of the total annual budget for FY 2019-20 and 50% of the total budget effective FY 2020-21. The Reserve is a self-imposed restriction and requires Commission action to change. This amount is considered Unassigned for Fund Balance purposes.

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	Estimated Program Demands (by Fiscal Year)																	
			(June 30, 2018)	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		1,500,000
CROSS-CUTTING AND SUPPORT INVESTMENTS																					
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		2,377,000											
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.

First 5 LA

FY 2019 – 2028 Long Term Financial Plan
(July 1, 2018 – June 30, 2028)

FIRST 5 LA

SUBJECT:

The updates to the Long-Term Financial Plan approved in July 2020 is presented to the Board of Commissioners for action and approval.

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."

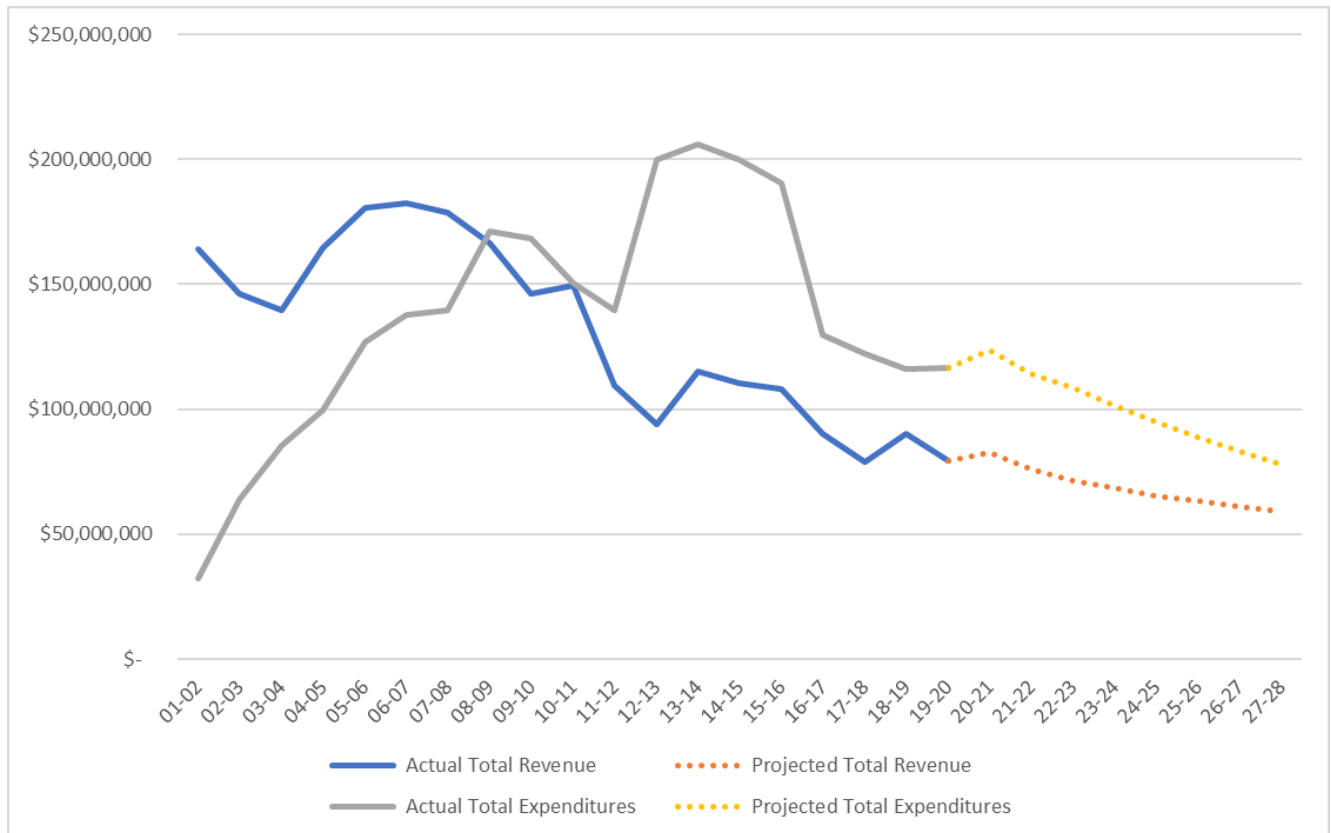
Overall, we do anticipate all operational costs will increase slightly from year to year due to standard salary increases (estimated at 3.2%), benefit increases (approximately 4%), as well as inflation of the cost of goods and services (estimated at 1%).

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.

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

FY 2021-22 Budget and Revised Long- Term Financial Plan

Meeting of the Board of
Commissioners

June 10, 2021



Objectives

- 1) Budget Overview: Components, Summary
- 2) Programmatic Costs
- 3) Operating Costs
- 4) Administrative Cost Limit
- 5) Long-Term Financial Plan Key Updates
- 6) GASB 54
- 7) Next Steps

399

Budget Components

Components of the FY 2021-22 Budget

1. Strategic Plan

a) Center for Child & Family Impact

b) Offices

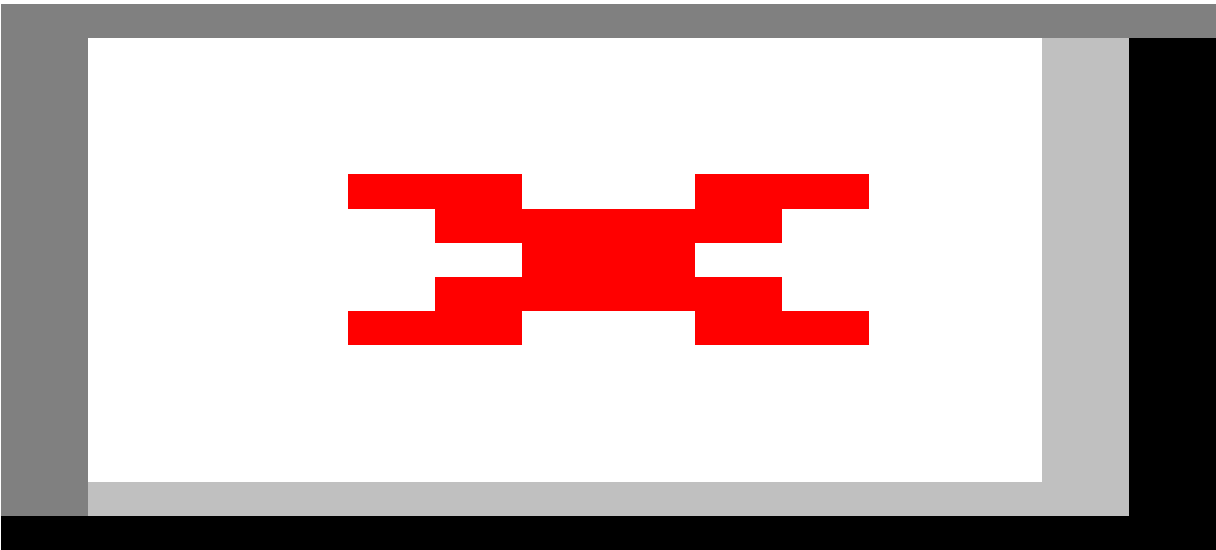
2. Legacy Investments

3. Emerging Opportunities

4. Internal Operations (Operating Budget)

400

FY 2021-22 Budget Summary



401

Internal Operations (Operating Budget)

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

- Total overall cost is below the FY 2020-21 budget
- 120 FTE budgeted for a full-year
- Includes additional \$100K in Personnel Services distributed across all Teams/Offices/Centers (weighted average), compared to the draft shared on May 13

Administrative Cost Limit

\$14.1 million or 12.37% of the total proposed FY 2021-22 budget

- Broad (Inclusive) Approach:
 - All costs for administrative departments, including EVP and COO budgets, as well as 100% of salary/benefit costs for Executive Director's Office, Directors and Administrative Assistants
- Increase due to a decline in program costs in proportion to operating costs
- Estimates adhere to Strategic Plan Refinement and adopted LTFP recommendations proposing a 15% total annual cost cap to Administrative costs

403

LONG-TERM FINANCIAL PLAN

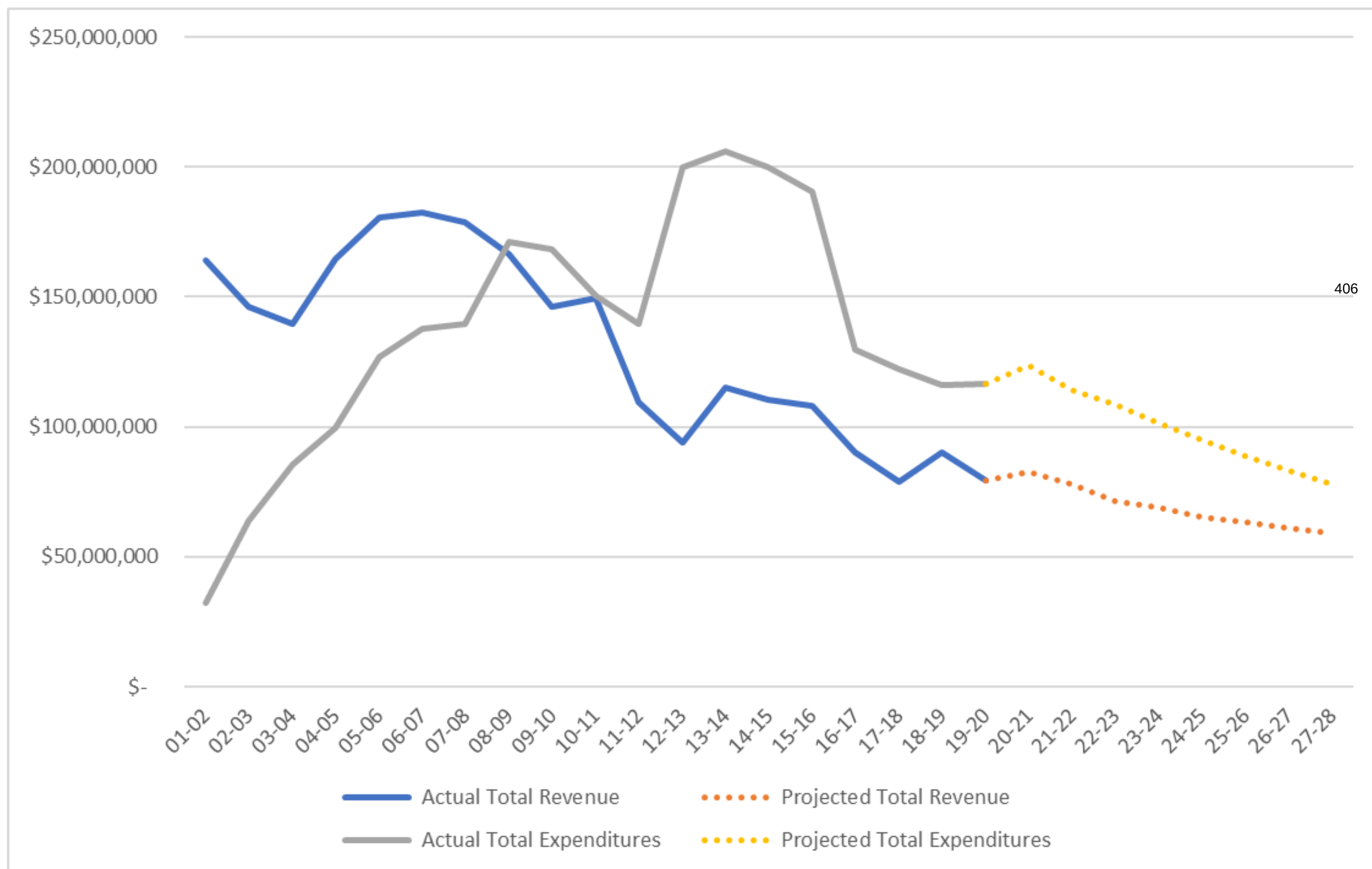


LTFP: Overview

- Shifting away from a Long-Term Financial Projection to a Long-Term Financial *Plan*
- Purpose of the LTFP: To aid in the Commission's financial stewardship role by providing a framework that shows the long-term implications of funding decisions.
- LTFP is a spending plan – not a multi-year forecast like our former long-term projections. This plan includes: revenues, expenditure projections, operating expenses, program commitments and fund balance.
- LTFP uses prior year history, long-term forecast, analysis, and collaborative strategic thinking
- Board-approved plan period: FY 2020 – 2028

405

LTFP: Revised Revenue & Expenditure Projections



LTFP Assumptions

1. Annual spending limits were approved by the Board in July 2020
 - Program costs represent 85% of total costs on an annual basis
 - Administrative costs represent no more than 15% of total costs on an annual basis
 - ❖ Changes to revenue, proposed spending, and/or fund balance must be presented to the Board for review and approval
2. Proposition 10 revenue estimates align with the latest projections provided by F5CA and the CDTFA.

407

LTFP Assumptions

3. Other revenue reflects confirmed and projected revenues.
4. The annual rate of decline, beginning with FY 2023-24 through FY 2027-28, is approximately 6.47%
 - This results in a glide path through FY 2027-28
 - Ending Fund Balance is approximately \$55.8M
5. Reserve (Operations) assumes 25% of the total FY 2019-20 budget and 50% of the total budget beginning in FY 2020-21 in accordance with Resolution #2020-05 reviewed and approved by the Board in July 2020

408

Adjustment Results

- Increase in Revenue
- Decrease in expenditures from FY 2020-
FY 2022
- Increase in Projected Available Ending FY
27-28 Fund Balance from \$4.2M to
\$55.8M

409

NEXT STEPS



GASB 54 (Fund Balance)

- As part of the annual budget process, staff presents projected fund balance categories to the Commission for review.
- This provides the Commission a regular opportunity to review and approve existing commitment levels.

411

Fund Balance Categories

As defined by the Fund Balance Policy:

Nonspendable: Funds that have been advanced to a contractor or grantee for services to be provided in the future and are considered to be an asset of the Commission.

412

Committed: Funds allocated for a specified purpose and directed by the Commission via Resolution. The Commission must adopt another Resolution to reappropriate these funds for other purposes.

Assigned: Funds are reserved for Commission use consistent with the 2015-2020 Strategic Plan.

Unassigned: Funds designated for the Operating Budget and Reserve.

Next Steps

- **May 6, 2021– Special Meeting of the Board of Commissioners: BFC/Exec Committee**
 - Detailed overview of the Draft FY 2020-21 Budget and Long-Term Financial Plan
- **May 13, 2021– Commission Meeting**
 - Information Item: High-level Overview of the Draft FY 2020-21 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 2020-21 Proposed Programmatic Expenses and LTFP Revisions
- **June 10, 2021 – Commission Meeting**
 - Action Item: Final FY 2020-21 Budget and Long-Term Financial Plan Revisions presented to the Board for approval

413

Request for Approval – Resolution

For approval by the Commission in June 2021:

Adopt Resolution No. 2021-04, which includes the following actions:

1. Replace Resolution No. 2020-06
2. Total FY 2021-22 Budget of \$114.3 million
 - Attachment B – FY 2021-22 Budget Summary
3. Administrative Limit for FY 2021-22
 - Attachment D – Administrative Limit Calculation (\$14.1 million, or 12.37%)
4. Reaffirmation of GASB 54 Commitments (\$162.7 million)
 - Attachment F – GASB 54 Fund Balance
5. Fund Balance Reserve
 - 50% of the total FY 2021-22 Budget (\$57,148,084)
6. Long Term Financial Plan (LTFP)
 - Future funds through FY 27-28 will be formally assigned through the LTFP
7. Executed copy of the Resolution shall be retained on file

Budget
Approval

Fund
Balance
Approval

414

THE END



RESOLUTION NO. 2021-04

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION
APPROVING THE FY 2020-21 BUDGET, ESTABLISHING AN ADMINISTRATIVE COST CAP, AND
AFFIRMING FUND BALANCE ALLOCATIONS**

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

Whereas, the Commission is authorized by statute and Los Angeles County ordinance to adopt an annual budget for operations and programs;

Whereas, the Commission has adhered to the practice of annually reaffirming the balance of Committed program allocations pursuant to GASB 54 guidelines as outlined in the revised Fund Balance Policy approved on May 16, 2013;

Whereas, the Commission is required to adopt a minimum Fund Balance Reserve, calculated at 50 percent of the annual fiscal year budget, increased from the previous 25 percent, per the revised Fund Balance Policy proposed for approval on July 9, 2020;

Whereas, the Commission has annually established a limit on administrative costs as defined by the First 5 Financial Management Guide and the First 5 LA Policy and Guidelines for Administrative Costs and Function, revised on June 14, 2012.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Resolution No. 2020-06 approved on July 9, 2020 is hereby superseded; and
2. The FY 2021-22 Proposed Budget of \$114,296,168 as presented to the Commission (Attachment B – FY 2021-22 Budget Summary, incorporated herein by this reference) is approved. Staff is authorized to implement and incur costs on the Commission's behalf, subject to Commission Policy, to achieve the objectives and goals adopted within the Budget and the current Strategic Plan; and
3. The administrative cost cap for FY 2021-22 of \$14,135,548, 12.37% of the total budget, is adopted, reflecting the common purpose costs and related overhead associated with operating First 5 LA (Attachment D – Administrative Cost Limit Calculation, incorporated herein by this reference); and
4. Subject to the final year-end financial audit, the projected balance of previously Committed program allocations totaling \$162,709,917 as of June 30, 2021 is approved, affirming these allocations as Committed Fund Balance in adherence with GASB 54 guidelines (Attachment F, incorporated herein by this reference); and
5. A Fund Balance Reserve amount of \$57,148,084 is approved and available for use during the 2021-22 fiscal year only for the purposes outlined in the Fund Balance Policy; and
6. Future funds through June 30, 2028 will be formally assigned through the Long-Term Financial Plan and will be formally committed as part of the annual budget process; and
7. The executed copy of this Resolution shall be retained on file as evidence of the Commission's actions herein.

PASSED, APPROVED AND ADOPTED THIS 10TH DAY OF JUNE 2021, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila James Kuehl
Chair, First 5 LA

Kim Belshé
Executive Director

FIRST 5 LA

SUBJECT:

Authorize the 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 FOR ACTION):

This memo was provided as information for the Board's consideration at the May 27th, 2021 Special Meeting of the Board of Commissioners & Program and Planning Committee. At today's June 10th, 2021 Commission meeting, First 5 LA staff recommends 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 that 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 to guarantee and fund member access to prenatal and postpartum home visiting services to its members throughout 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 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 the 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:

At today's June 10th, 2021 Commission Meeting, staff requests 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. First 5 LA requests this delegation 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.

FIRST 5 LA

SUBJECT:

- 1: Award the Design-Build Contract for the Capital Improvement Plan (CIP) for Phase 1 to Dewberry Design-Builders, Inc in the amount of \$3,050,631.80.
- 2: Find that Capital Improvement Plan (CIP) project is categorically exempt from review under the requirements of the California Environmental Quality Act (CEQA).

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the June 10 Board of Commissioners meeting. First 5 LA staff recommends that at the July 8 Board of Commissioners meeting, the Board Award the design-build contract to Dewberry Design-Builders, Inc. Funds to accomplish this work are included within the Capital Improvement Plan Fund, which was established and approved by the Board of Commissioners in June 2017 via resolution to support capital improvements related to building infrastructure maintenance and workspace layout. These resources have previously been designated Committed for fund balance purposes.

BACKGROUND:

First 5 LA's mission is for all children in Los Angeles County to enter kindergarten ready to succeed in school and life. Our approach to the CIP Project is to strengthen First 5 LA's physical assets, thereby advancing the organization's ability to effectively execute its 2020-2028 Strategic Plan. This work will advance our Strategic Priority #4: Optimizing our Effectiveness and Short-Term Marker of Progress #42: Improve the physical space that reflects updated space planning and building maintenance best practices that promotes greater team and organization-wide collaboration.

Our Leadership Team has always been very clear with the overall vision of this Capital Improvement initiative. The purpose of our CIP is two-fold: (1) to renovate First 5 LA's physical space to align to the organization's new structure, facilitate collaboration across the organization, and reflect updated space planning best practices; and (2) to address immediate physical plant needs and plan longer term for the maintenance and support of our facility.

First 5 LA owns and occupies its office building located at 750 N. Alameda Street, Los Angeles, California, on the Union Station campus. The building is three stories with approximately 45,000 square feet of office space. The second and third floors contain offices and cubicles for First 5 LA staff. The first floor contains a Multipurpose Room (MPR) for large meetings, four meeting rooms, storage rooms, and a vacated space previously occupied by a childcare provider.

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

In March 2018, First 5 LA retained MARRS Services, Inc. (MARRS) as the Project Management/Construction Management (PM/CM) consultant to oversee and manage the implementation of the CIP. First 5 LA also retained Klawiter & Associates (KA) to assess the inventory of existing furniture and develop a conceptual interior design on three floors of First 5 LA's occupied space. First 5 LA, also retained IMEG Corporation (IMEG) as the Architectural & Engineering (A&E) firm to perform preliminary architectural and engineering services which include engaging the necessary consultants, engineers and surveyors to assess the site conditions and provide pre-design, preparation of concept designs, schematic design, and prescriptive specification development, as well as preparation of other required documents as directed by First 5 LA.

In July 2018, First 5 LA's Board of Commissioners adopted the CIP to renovate the First 5 LA office building – exterior and interior – to reflect the newly aligned organizational structure and to enhance internal collaboration and work. The CIP scope includes interior office tenant improvement, replacement of existing roofing material, replacement of (3) rooftop air handling units (HVAC), installation of new solar panels, building and site security and other site improvements including new perimeter fencing, monument signs and site light fixtures. The CIP work includes architectural, structural, mechanical, electrical, and plumbing (MEP) and limited civil engineering work for the parking lot area for lighting and general security improvements.

In consultation with our Executive Committee in June 2020, the Executive Committee endorsed that the CIP will be completed in a phased approach. The Capital Improvement Plan is scheduled to be executed in two phases, Phase 1 and Phase 2.

Phase 1 will cover the more immediate needs including preparing the building for re-entry when we can safely return staff to the office, likely next year. In addition to these re-entry projects, we will also be addressing work for our foundational needs that were called out in our building assessment. This will include addressing some of our heating and boiler needs, adding solar and the structural roof support, replacement of HVAC, reroofing, AV upgrades for the MPR and adjacent Commissioner's Conference Room on the first floor, etc.

Phase 2 work will be more of an informed approach once more is known on how to best address our building layout and management practices to fit the expectation of a safe and healthy environment post-COVID.

The Board of Commissioners presentation in March 2021 provided context on what was accomplished to date for the CIP Project and went into detail on the phased approach and the next steps within the project.

In May 2021, Staff presented an update to the Executive Committee to review the CIP Phase 1 procurement process and the timeline.

DISCUSSION:

Based on the results of a competitive proposal process, staff recommends that the Board award a contract to Dewberry Design-Builders, Inc. the selected Design Build contractor for the Capital Improvement Plan—Phase 1 work in the amount of \$3,050,631.80. Staff and Legal Counsel also recommend that the Board reaffirm that the CIP project is categorically exempt from review under the requirements of the California Environmental Quality Act ("CEQA") and will inform the California Resources Agency.

First 5 LA used a two-step procurement process to procure the Design Build contractor, including a Request for Qualifications (RFQ) process and a Request for Proposals (RFP) process. The two-step procurement process was suggested by Legal Counsel to ensure First 5 LA received the most qualified applicants to make proposals to perform the construction. The first step of this process, or the RFQ process, was initiated on January 25, 2021 and the deadline to submit was February 24, 2021. First 5 LA received a total of five proposals of potential Design Builders and shortlisted all five that met our industry standard and rigorous qualifications. Minimum requirements for the firms were five (5) years' experience in design-build, an established office within 60 miles of the project, and bonding capacity of \$3 million or greater. Respondents were also required to have a minimum of 1.25 ratio of assets/liabilities. The five firms that were shortlisted are:

1. Charles Pankow Builders, Ltd
2. Dewberry Design-Builders, Inc.
3. Fasone Construction, Inc.
4. Graves Construction
5. Morley Builders, Inc.

All five firms were then asked to submit a technical and price proposal for the 2nd step in the procurement process (RFP process). The technical proposal outlines the contractors' plan and approach to the

construction work, as well as pricing information. This proposal also included their outline of their safety plan, schedule to complete the work, and a list of any subcontractors that will assist with the completion of this project. The RFP was released to shortlisted respondents on April 2, 2021, and the responses to the RFP were due May 3, 2021. First 5 LA received five proposals for consideration from the following companies:

1. Charles Pankow Builders, Ltd
2. Dewberry Design-Builders, Inc.
3. Fasone Construction, Inc.
4. Graves Construction
5. Morley Builders, Inc.

The evaluation of the RFP proposals consisted of four internal and external subject matter experts that evaluated each proposal. The Price and Technical Proposals were evaluated and scored to determine the final scores for each respondent. The maximum combined score was 500 points, apportioned as follows:

100 points (20% weight) for Technical Proposal

- Written proposal (90 points)
- Interview (10 Points)

400 points (80% weight) for Price proposal

Thus, price was not the only consideration in this selection process, although it was a major component. Below is a chart of the combined scores for the Price Proposal and Technical Proposal received by each respondent. As it turned out, Dewberry Design-Builders submitted the lowest total price proposal and was the highest scoring firm, receiving a total score of 481.12.

		Price Proposal Maximum Points	Technical Proposal Maximum Points	
		400	100	
RFP Bidders	Price Proposal Total from the Bid Sheet	Offer Score for the Price Proposal (a)	Offer Score for Technical Proposal(b)	Proposer Total Score (a + b)
Dewberry	\$ 3,050,631.80	400	81.125	481.125
Morley	\$ 3,406,265.00	358.24	85.375	443.613
Fasone	\$ 3,859,338.00	316.18	66.625	385.805
Graves	\$ 4,060,725.00	300.50	69.625	370.125
Pankow	\$ 5,199,604.00	234.68	80.375	315.055

Based on the scoring, Dewberry Design-Builders, Inc. is the preferred contractor. Staff recommends the contract be awarded to Dewberry Design-Builders, Inc. as the Design-Builder for the CIP Phase 1 project. To date, there have been no appeals filed by any of the proposers that were not selected. The appeals process will conclude prior to Board award of the contract in July.

Lastly for Item 2 of this board approval, the Board previously found that in 2019 the CIP is categorically exempt from review under the requirements of the California Environmental Quality Act (CEQA). Based on consultation with our legal counsel, we are reaffirming that this project continues to falls squarely within the existing facilities exemption under CEQA Guidelines Section 15301 and is thus exempt from further CEQA review. This project does not involve the expansion of the existing building or any new construction of exterior space. Given the passage of time, however, it is considered best practice to refresh the CEQA exemption and file a new Notice of Exemption following Board approval. This finding means that additional

environmental review of the project is not required because it is in a class of projects that are exempt from the review process. This makes sense, because the work will take place within the envelope of an existing structure, without significant impact on the surrounding environment. In fact, many aspects of the CIP will **improve** the environmental impacts of First 5 LA's facilities.

NEXT STEPS:

Staff anticipates returning to the board on July 8 for approval to execute a contract with Dewberry Design-Builder, Inc. for Phase 1 of the CIP project in the amount of \$3,050,631.80 with the goal of starting the construction process as early as August 2021, and that the Board re-affirm and adopt Resolution No. 2021-05, finding that the Capital Improvement Plan ("CIP") is categorically exempt from review under the California Environmental Quality Act ("CEQA") and directing staff and Legal Counsel to file the required Notice of Exemption.

RESOLUTION NO. 2021-05

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

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

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

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

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

Whereas, First 5 LA is moving forward with implementation of the CIP by awarding a contract to a Design Builder;

Whereas, First 5 LA is making substantial improvements to the Building that will improve energy efficiency and environmental sustainability of the Building, and

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

NOW, THEREFORE, BE IT RESOLVED THAT:

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

PASSED, APPROVED AND ADOPTED THIS 8TH DAY OF JULY, 2021 BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila James Kuehl
Chair, First 5 LA

Attest

Kim Belshé
Executive Director

Board of Commissioners Meeting Capital Improvement Plan (CIP) Update

Item 1- Award the Design-Build Contract for the Capital Improvement Plan (CIP) for Phase 1 to Dewberry Design-Builders, Inc in the Amount of \$3,050,631.80

Item 2 - Find that the Capital Improvement Plan (CIP) Project is Categorically Exempt from Review Under the Requirements of the California Environmental Quality Act ("CEQA")



426



Carl Gayden,
Senior Director of Workplace Management

June 10, 2021

- Strategic Plan
- Historical Context
- Phase 1 Timeline
- Procurement of the Design Builder/General Contractor
- Results of the Procurement Process
- California Environmental Quality Act (CEQA) Exemption
- Recommendation
- Next Steps
- Questions

427

Our Pathway for Systems Change



Our North Star

By 2028, all children in L.A. County will enter kindergarten ready to succeed in school and life.

We Want Systems To Be

- Accessible
- Quality
- Aligned
- Sustainable

Results for Children and Families

- Families optimize their child's development.
- Children receive early developmental supports and services.
- Children are safe from abuse, neglect, and other trauma.
- Children have high-quality early care and education experiences.

STMP #42: to improve the physical space that reflects updated space planning and building maintenance best practices that promotes greater team and organization-wide collaboration

Our Strategic Priorities

- Strengthen public & community systems
- Advance & build on community experience
- Expand influence & impact with data
- Optimize our effectiveness

Our Values

- Collaboration
- Integrity
- Learning
- Diversity, Equity and Inclusion

Our Investment Guidelines

Equity • Sustainability • Partnership • Prevention • Systems Change • Evidence and Innovation

- The purpose of the Capital Improvement Project CIP is to update First 5 LA's physical plant, align space to organizational structure, and enhance collaboration and work
- Capital Improvement Fund (CIF) was established by the Board in June 2017 for \$6,959,676
- In May 2019, the Board approved that the CIP is categorically exempt from California Environmental Quality Act (CEQA)
- In September 2020, the Board endorsed a budget for \$2,900,000 for the CIP
- In March 2021, Staff presented an update to the Board on why staff chose a phased approach and timeline for work in phase 1
- In May 2021, Staff presented an update to the Executive Committee to review the CIP phase 1 procurement process and the timeline

429

Phase 1 Timeline

5

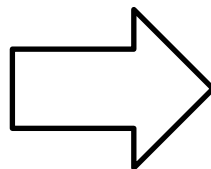
Phase	Milestone	Activities	Start	Completion
Preconstruction	Bridge Document Finalized	Create, review and approve bridge document	Q3 2020	Q1 2021
Preconstruction	RFQ for D/B Contractor Prequalification Complete	- Complete RFQ - Prequalify D/B contractors	Q3 2020	Q1 2021
Preconstruction	RFP for D/B Contractor Complete	- Complete RFP - Select D/B contractor	Q1 2021	Q2 2021
Preconstruction	Board Approval	- Info on D/B contract at Combined Meeting of Budget & Finance and E.C. - Info and Action on D/B contract at Board meeting	Q2 2021	Q3 2021 ⁴³⁰
Construction	Construction Document Complete	- Issue Notice to Proceed to D/B contractor - Finish drawings and permitting with City - Conduct Plan/Check	Q3 2021	Q4 2021
Construction	Construction	Complete construction	Q3 2021	Q1 2022

**Phase 2 work will follow same process as above; timeline pending*

THE 2-STEP PROCUREMENT PROCESS WAS RECOMMENDED BY LEGAL TO PROCURE THE DESIGN BUILDER, INCLUDING AN RFQ AND RFP PROCESS.

Step 1 Request for Qualifications (RFQ)

- RFQ was completed with 5 firms responding
- Responders' qualifications were evaluated by internal and external staff and all firms were shortlisted to move forward to the RFP stage.



Step 2 Request for Proposals (RFP)

- We received 5 Technical Proposals and Pricing Bids on 5/3/2021
- Technical Proposals and Presentations will equate to **20%** of their total evaluation score.
- Respondents will also be evaluated on their bid price which will equate to **80%** of their total score.
- We anticipate issuing the Notice To Proceed July 30, 2021

431

Results of the Procurement Process

7

		Price Proposal Maximum Point	Technical Proposal Maximum Point	
		400	100	
RFP Bidders	Price Proposal Total from the Bid Sheet	Offer Score for the Price Proposal (a)	Offer Score for Technical Proposal(b)	Proposer Total Score
Dewberry	\$3,050,631.80	400	81.125	481.125
Morley	\$3,406,265.00	358.24	85.375	443.613
Fasone	\$3,859,338.00	316.18	66.625	385.805 432
Graves	\$4,060,725.00	300.50	69.625	370.125
Pankow	\$5,199,604.00	234.68	80.375	315.055

Above is a chart of the combined scores for the Price Proposal and Technical Proposal received by each respondent.

Dewberry Design-Builders was the highest scoring firm, receiving a total score of 481.125.

- Based on the four levels of review conducted, it is recommended that the Design/Builder contract for the CIP project be awarded to Dewberry Design Builders, Inc.
- The Project team members support the solicitation award to the recommended Design-Builder/Contractor.
- Bid Price: \$ 3,050,631.80

433

- Reaffirm that the Capital Improvement Plan (CIP) project is categorically exempt from review under the requirements of the California Environmental Quality Act (CEQA)
- The California Resources Agency has established categories of projects that are exempt from review under CEQA, because they typically do not have a significant effect on the environment.
- Based on consultation with our legal counsel, this project falls squarely within the existing facilities exemption under CEQA Guidelines Section 15301, and is thus exempt from further CEQA review. 434
- All work will be done on an existing structure in an existing developed area, and some aspects of the CIP improve the environmental sustainability of First 5 LA's building.

Upcoming Board Engagement

- July, Board of Commissioners Meeting (Action)

Project Next Steps

- After Board approval, Legal will file the appropriate Notice of CEQA Exemption
- The CIP project team will prepare for construction
- Issue the Notice to Proceed to Design-Builder/General Contractor





436

Questions?