

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Wednesday, May 4, 2022

3:00 PM Click [HERE](#) for Public Zoom, YouTube, and Dial-In Info

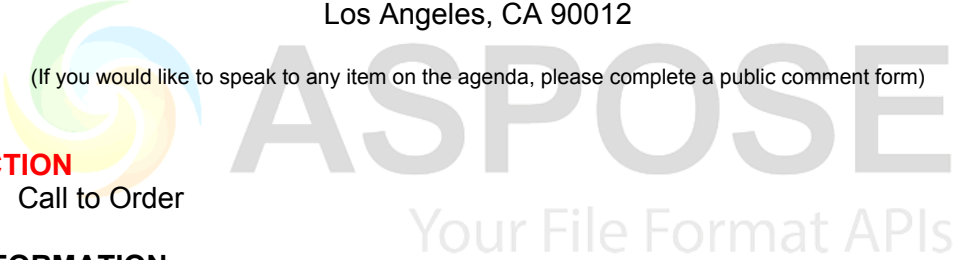
Meeting Location:

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)

- 
- ACTION**
Call to Order
 - INFORMATION** 3
Review of Meeting Notes from the Special Board/Budget & Finance Committee Meeting – February 7, 2022
 - INFORMATION** 5
Optimizing Our Effectiveness: Annual Audit – Entrance Interview

Presenters: Faustino Genio, Manager, Accounting and Kyle Bartle, Audit Manager, Eide Bailly, LLP
 - INFORMATION** 16
Optimizing Our Effectiveness: Presenting Draft Proposed FY 2022-23 Budget and Long-Term Financial Plan

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COMMISSIONERS

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

EX OFFICIO MEMBERS

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

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

**Presenters: Raoul Ortega, Director, Finance and Daisy Lopez, Manager,
Financial Planning & Analysis**

5. **INFORMATION** 273
Looking Ahead: Executive Committee Touch Points in 2022
6. **INFORMATION**
Public Comments (For items not on the agenda)
7. **ACTION**
Adjournment



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SUMMARY MEETING NOTES

FIRST 5 LA
SUMMARY MEETING NOTES
Special Board/ Budget & Finance Committee Meeting
February 7, 2022
2:00 pm – 3:30 pm

COMMITTEE MEMBERS PRESENT:

Astrid Heger
Yvette Martinez (Chair)
Romalis Taylor

STAFF PRESENT:

Peter Barth, Chief of Staff
Kim Belshé, Executive Director
Linda Vo, Board Relations Manager
John Wagner, Executive Vice President

COMMITTEE MEMBERS ABSENT:

Barbara Ferrer [Excused]

LEGAL COUNSEL:

Serita Young

OPEN SESSION

1. Call to Order/Roll Call

The Special Board/Budget & Finance Committee Meeting was called to order by Committee Chair Martinez at 2:00 pm. Roll call completed.

2. Finance Update

A. Present the Proposed FY 2021-22 Mid-Year Revised Budget

B. Present the Budget/Long-term Financial Plan Calendar for 2022

Daisy L. and Raoul O. highlight mid-year budget adjustments for FY 2021-22. Daisy L. highlights that there are three items driving the budget adjustments:

- A. The pandemic has impacted activities that were originally proposed for FY 21-22.
- B. Updated info, changing circumstances and timeline adjustments
- C. New additional non-F5LA Proposition 10 funding (Medi-Cal Managed Care Plan and LACDPH) received after the development and approval of the FY 21-22 original budget.

Daisy L. reminds the Committee that the purpose of the mid-year budget adjustment process to adjust the current year budget (up or down) to reflect changing circumstances and updated information. It is also an opportunity to communicate any changes to revenue that requires Board action.

Below is a budget summary of proposed adjustments:

Budget Component	Approved FY 2021-22 Budget	Proposed Adjustments	Revised FY 2021-22 Budget	% Change
Program				
<i>Total 2020-2028 Strategic Plan</i>	87,585,000	(1,622,350)	85,962,650	-1.9%
<i>Legacy Investments</i>	3,219,000	(967,000)	2,252,000	-30.0%
<i>Emerging Opportunities Fund</i>	1,500,000	(1,300,000)	200,000	-86.7%
Total Program	\$ 92,304,000	\$ (3,889,350)	\$ 88,414,650	-4.21%
Operating	21,992,168	(26,700)	21,965,468	-0.1%
TOTAL FY 2021-22 BUDGET	\$ 114,296,168	\$ (3,916,050)	\$ 110,380,118	-3.4%

SUMMARY MEETING NOTES

This item will be brought before the full Commission as Information at the February Board meeting and then action at the March Board Commission meeting on Consent.

Following discussion of the mid-year budget adjustments, Raoul O. covers the budget process timeline. He informs the Committee that the proposed Budget for 22-23 will be brought to the Budget & Finance Committee in early May before it goes before the full Board at the May Board meeting as information and then action at the full Board in June.

There was no further discussion on this item.

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

No public comments.

ADJOURNMENT of Open Session:

Meeting adjourned @ 3:30 pm.

Meeting minutes were recorded by Linda Vo, Board Relations Manager

FIRST 5 LA

SUBJECT:

Optimizing Our Effectiveness: Annual Audit – Entrance Interview

BACKGROUND:

The audit entrance interview presentation is an overview of the upcoming fiscal year 2021-22 annual financial audit.

DISCUSSION:

The presentation, which will be conducted by Kyle Bartle, Audit Manager, Eide Bailly LLP, is to communicate and discuss with the Board and management the audit process including the following topics:

- Audit scope – perform the audit of the annual comprehensive financial report and State Compliance issued by State Controller’s Office.
- Timeline – planning and interim fieldwork starts in June and ending in September/October with delivery of the annual report to First 5 LA.
- Auditors’ role and responsibilities – the audit is conducted using the U.S. Generally Accepted Auditing Standard and Government Auditing Standards. Eide Bailly will express an opinion about whether the financial statements that have been prepared by management with the oversight of the Commission are presented fairly, in all material respects in conformity with generally accepted accounting principles. The audit does not relieve management of its responsibilities.
- Approach to planning and risk assessment – auditors will test key business cycles including revenue, disbursements, payroll, investments, financial reporting, IT and budget.
- Final report and exit – prepare draft audit report and present any findings and recommendations as well as provide required communications to those charged with governance. (Audited financial report is required to be submitted to the State Controller’s Office and First 5 California by November 1st)



CPAs & BUSINESS ADVISORS

FIRST 5 LA – REQUIRED AUDIT COMMUNICATIONS

For the Fiscal Year Ended June 30, 2022

May 4, 2022

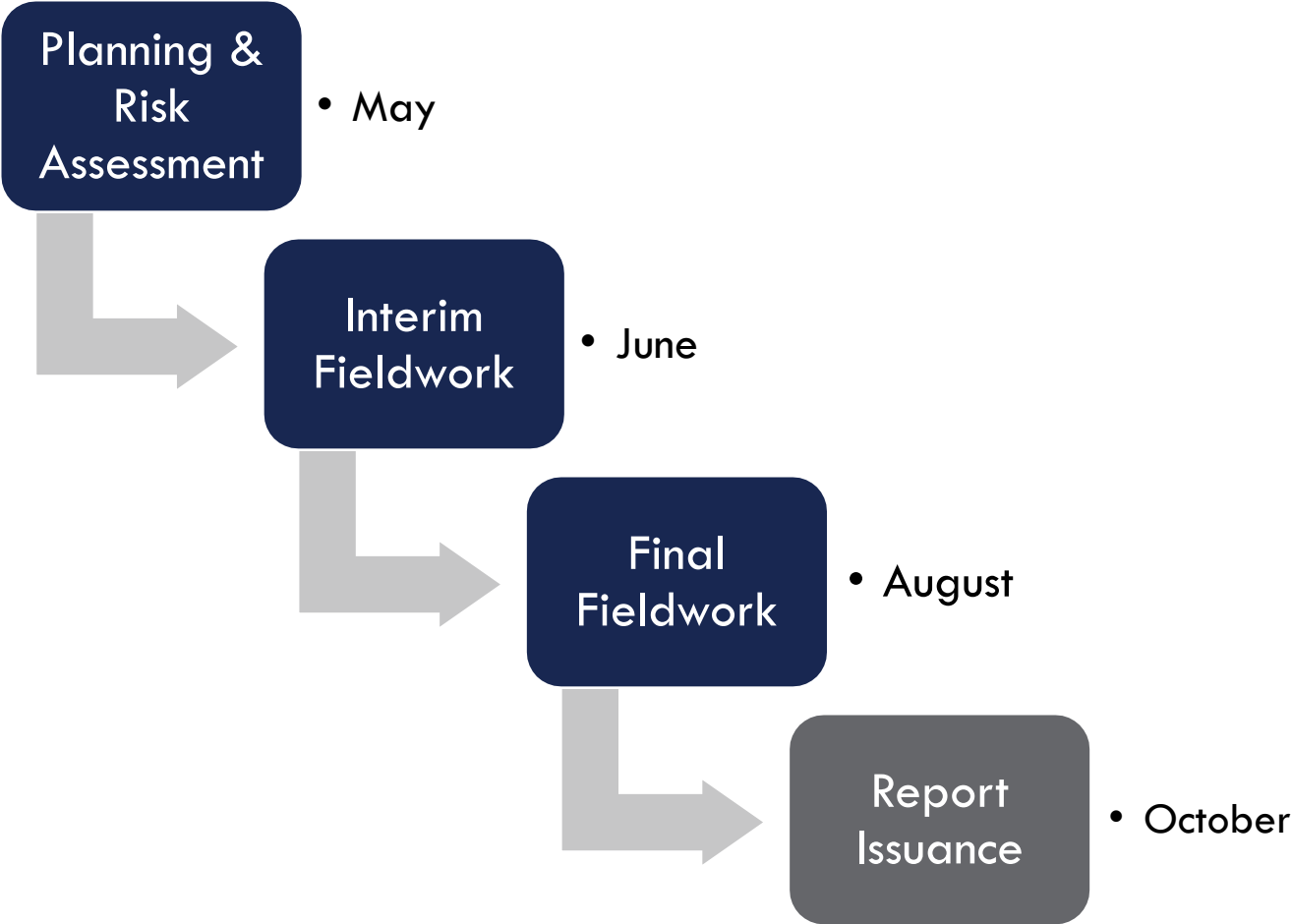
AUDITOR'S REQUIRED COMMUNICATION (AU-C 260)

Scope of Work

- Annual Comprehensive Financial Report (ACFR) for the fiscal year ended June 30, 2022
- State Compliance – Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act issued by the State Controller's Office

AUDITOR'S REQUIRED COMMUNICATION (AU-C 260)

Engagement Timing



AUDITOR'S REQUIRED COMMUNICATION (AU-C 260)

Our Responsibility

- U.S. Generally Accepted Auditing Standards and *Government Auditing Standards*
- Express an opinion about whether the financial statements that have been prepared by management are presented fairly, in all material respects, in conformity with generally accepted accounting principles:
 - Reasonable, not absolute assurance
 - Audit does not relieve the management of its responsibilities
- Issue a report on state compliance with State Controller's Office guidelines

AUDITOR'S REQUIRED COMMUNICATION (AU-C 260)

Our Responsibility

- Our audit includes obtaining an understanding of the entity and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing and extent of further audit procedures:
 - Material misstatements may result from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity
 - Identify areas potentially more susceptible to misstatement
 - Management override of internal controls
- No opinion on internal control will be expressed

AUDITOR'S REQUIRED COMMUNICATION (AU-C 260)

Our Responsibility

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

AUDITOR'S REQUIRED COMMUNICATION (AU-C 260)

Planning, Risk Assessment and Interim:

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

AUDITOR'S REQUIRED COMMUNICATION (AU-C 260)

Final Fieldwork:

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

Exit:

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

QUESTIONS?

This presentation is presented with the understanding that the information contained does not constitute legal, accounting or other professional advice. It is not intended to be responsive to any individual situation or concerns, as the contents of this presentation are intended for general information purposes only. Viewers are urged not to act upon the information contained in this presentation without first consulting competent legal, accounting or other professional advice regarding implications of a particular factual situation. Questions and additional information can be submitted to your Eide Bailly representative, or to the presenter of this session.

THANK YOU

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CPAs & BUSINESS ADVISORS

PROPOSED DRAFT FY 2022-23 BUDGET



Combined Budget & Finance Committee
and Executive Committee

May 4, 2022

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Memo

To: Budget and Finance Committee/Executive Committee
From: Kim Belshé, Executive Director
Date: May 4, 2022
Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2022-23 BUDGET**

Members of the Committees:

On behalf of the First 5 LA team, I am pleased to present the proposed budget for fiscal year (FY) 2022-2023. 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.

Consistent with last year's budget, the FY 2022-23 budget is presented to the Board at a time of ongoing challenges in the context of the COVID-19 pandemic. As a result, Commissioners will see continued investments and strategies that reflect First 5 LA's ongoing 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 B. Attachment 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.

As I do each year, I want to lift up a number of critical aspects of the proposed budget that reflect First 5 LA's evolution and our commitment - across all of our work - to our strategic direction. Consistent with our Strategic Plan priorities, the proposed budget for FY 2022-23 builds upon the foundation we've together created to prioritize and focus, align and integrate, and center DEI in our work, within the context of our fiscal constraints.

Working in new, more integrated and high impact ways. The First 5 LA team continues to embrace new approaches to our work together and incorporate learning to refine and strengthen internal processes. An important example is our second iteration of new work planning and resource forecasting process initially tested last year, a process which has helped us clarify each team's work, identify opportunities for integration, and connect annual business processes, such as contract renewals and budget development, to strategic plan implementation.

The proposed budget for fiscal year 2022-23 is the product of the First 5 LA team leaning into these new, more integrated ways of working together to achieve greater impact. Building upon last year's budget, the proposed budget reflects:

- Tighter alignment of requested resources to the refined strategic plan and strategic priorities, with an increased emphasis on strengthening county child- and family-serving systems, such as in our home visiting and early care and education efforts.
- More intentional alignment of work across the organization, such as the focus of communications and sponsorships to strategic goals.
- Recognition of the long-term and evolving nature of trust- and partnership-building, systems change and policy and advocacy.
- A multi-year outlook that considers implications of investments beyond the budget year.
- More intentional incorporation of sustainability as a responsibility shared across the organization and as a strategy aligned to diverse contexts and opportunities.
- 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.

Advancing our 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 2022-23 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. First 5 LA's work continues to evolve, 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, with refinements and reductions that reflect the evolving nature of the work and First 5 LA's fiscal realities, which will continue to have an impact in future fiscal years.

Commissioners will see recommended resources that reflect the developmental stage and strategic opportunities associated with each initiative. For example, the Board will see newer work that has been gaining traction and momentum this past year, such as the early identification and intervention/Help Me Grow-LA and African American Infant and Maternal Mortality (AAIMM) initiatives. While more developmental, our efforts to strengthen the delivery of Family Child Care and Family, Friends and Neighbor Care are making progress. Grounded in the landscape analysis

underway this past year, the budget proposed resources to develop strategies to support home-based child care, informed by findings from that analysis.

Commissioners will also note recommended resources that reflect closer integration of First 5 LA's activities. Examples include funding to support the launch of the First 5 LA Early Childhood Policy and Advocacy Fund, which is focused on supporting integrated "whole child" advocacy strategies. There are also investments proposed for strategic communications efforts focused 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.

Strengthening County child- and family-serving systems. First 5 LA is clear that we are not the agent of scale and sustainability. Instead, we partner with County agency systems leaders to strengthen and support their efforts to support more accessible, integrated, sustainable and higher quality child- and family-serving systems. Throughout the proposed budget, the Board will see investments to build upon a number of critical partnerships with County agencies to catalyze coordination across diverse stakeholders, strengthen cross-sector collaboration, and develop and sustain county-wide systems that serve, support and strengthen children and families. Examples include LA County home visiting and early care and education systems building.

Implementing our Strategic Plan, adapting to our context. As a systems change leader and funder, First 5 LA is attentive to the evolving context in which our work is undertaken and this budget has been developed. As we discussed with the Board in recent years, First 5 LA recognizes 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 2022-23 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.

Living our values of diversity, equity and inclusion. First 5 LA's 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 continues to inform and center 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.

First 5 LA staff as impact multipliers. While attentive to our evolving fiscal context, we recognize we are a resource-rich organization, in terms of our programmatic funding as well as our human resources - each member of the First 5 LA team. 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 the functionality required to successfully execute against our strategic plan.

Energizing advocacy across our work, diverse partners, the Network of First 5s. First 5 LA plays an 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-based advocates. The budget also requests resources to launch the Childhood Policy and Advocacy Fund aligned to the more holistic child and family goals outlined in the Strategic Plan.

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 realities require that we bring a comprehensive approach to sustainability, including operating within our fiscal discipline, pursuing new revenue and fund leveraging strategies, and maximizing opportunities to co-invest with partners.

Throughout the budget, you'll see evidence of efforts to reduce First 5 LA expenditures and maximize non-First 5 LA funds. Examples include: deploying non-First 5 LA funding to support our early care and education quality work; structuring contracts to incentivize sustainability efforts, such as an incremental yearly decrease of First 5 LA's support of Regional Network Grantees, the Association of First 5 Commissions, and our data partnerships; 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.

Long term financial planning. First 5 LA's approach to sustainability requires that we take a multi-year view beyond the budget year. Towards that end, the Board-approved Long Term Financial Plan (LTFP) provides financial guardrails to focus and discipline First 5 LA's expenditures over the course of the 2020-28 Strategic Plan. The LTFP represents a framework for multi-year financial planning to manage continued reductions in tobacco revenues. By taking proactive measures grounded in a longer view, First 5 LA is able to responsibly plan for the future and mitigate the need for dramatic and disruptive reductions in the future.

The LTFP establishes specific annual spending limits; the FY 22-23 budget spending cap is \$108.7 million. For long-term projections, the LTFP assumes that spending for FY 2022-23 through FY 2027-28 will remain on a consistent annual rate of decline of just under 6.5 percent, while maintaining a fund balance reserve of 50 percent of the projected annual budget in 2028, per Board approval in 2020.

Consistent with our fiscal stewardship responsibility, the First 5 LA team is exploring alternative scenarios for aligning revenues and expenditures. The two principal questions the team is exploring with the Budget & Finance Committee are: (1) what is the target date for alignment of revenues and expenditures? and, (2) how will the fund balance be used beyond the reserve? The team intends to share with the full Board the product of this analysis and initial work with the Budget & Finance Committee to help inform additional work anticipated over the summer.

The budget for FY 2022-23 includes a total budget request of approximately \$105.99 million as presented in the table below.

Budget Component	FY 2021-22 Budget		Proposed FY 2022-23 Budget	Variance
	Original	Revised		
Program				
<i>Center for Child & Family Impact Total</i>	77,525,000	77,376,000	71,846,000	(5,530,000)
<i>Offices Total</i>	10,060,000	8,586,650	9,552,000	965,350
<i>Total 2020-2028 Strategic Plan</i>	\$ 87,585,000	\$ 85,962,650	\$ 81,398,000	\$ (4,564,650)
<i>Legacy Investments</i>	3,219,000	2,252,000	2,200,000	(52,000)
<i>Emerging Opportunities</i>	1,500,000	200,000	150,000	(50,000)
Total Program	\$ 92,304,000	\$ 88,414,650	\$ 83,748,000	(4,666,650)
Operating*	21,992,168	21,965,468	22,245,086	279,618
TOTAL BUDGET	\$ 114,296,168	\$ 110,380,118	\$ 105,993,086	\$ (4,387,032)

* Includes COE, EDO, Office of Communications, and Program Ops

Closing appreciation. 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. Building upon last year's integrated work planning and resource forecasting process, this year's budget development reflects our effort to continuously improve and test new approaches to advance a more focused, integrated and DEI-centered budget plan. In so doing, the First 5 LA team has been broadly engaged in work planning and budget development, which has elevated staff input and insights and yielded a more aligned set of recommended investments. In so doing, Finance, OESL and the First 5 LA team broadly are modeling our values and advancing our systems change goals on behalf of young children and their families.



ATTACHMENT A:

FY 2022-23 BUDGET - HIGHLIGHTS

**ATTACHMENT A:
FY 2022-23 BUDGET – HIGHLIGHTS**

The FY 2022-23 Budget represents resources that will support Year 3 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 activities and resources proposed reflect 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, even as we find ourselves continuing to address the impacts of a two-year long global pandemic. 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 2022-23 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 2022-23 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, and Contract Administration and Purchasing) as well as the Executive Director's Office, and Office of Equity, Strategy, and Learning, and Human Resources and Talent Management 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, as needed.

Key budget and supporting documents are organized as follows:

Attachment A: FY 2022-23 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 2022-23 Program Summary. For Attachment E, operating detail is organized by the Center by Team/Office.

I. BUDGET OVERVIEW

The FY 2022-23 Budget framework aligns with the 2020-2028 Strategic Plan and strategic priorities. Each of our projects aligns with at least one 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.

A. BUDGET DEVELOPMENT CONTEXT

Format and Approach to the FY 2022-23 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 evolve next year to better represent resources that will support strategic plan implementation moving forward through FY 2027-28.

The purpose of the FY 2022-23 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. Other notable approaches to the FY 2022-23 Budget includes:

1. Alignment and adherence to the FY 2022-23 \$108.7 million spending limit outlined in the long-term plan approved by the Board in July 2020.
2. Resources in support of work-related travel have been reinstated for a full fiscal year. Approval of work-related travel will be based on the latest COVID-19 data, CDC and LAC DPH’s advice and Senior Leadership’s guidance, to promote staff’s safety.
3. Twelve months of mobile phone/internet stipends included in the operating budget to support the needs of staff as we transition from a full-time telework model, in response to the global pandemic, to a hybrid model.

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 2023-23 Budget is presented in a summary schedule in Attachment B. As shown in the following high-level table, the Budget totals \$105.99 million, a decrease of approximately \$4.4 million, or 4.0% compared to the FY 2021-22 revised budget of \$110.4 million. Costs are estimated to decrease by 5.3% for programs and decrease by 4.0% for internal operations.

Budget Component	FY 2021-22 Budget		Proposed FY 2022-23 Budget	Variance
	Original	Revised		
Program				
1a. Center for Child & Family Impact Total	77,525,000	77,376,000	71,846,000	(5,530,000)
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Total 2020-2028 Strategic Plan	\$ 87,585,000	\$ 85,962,650	\$ 81,398,000	\$ (4,564,650)
Legacy Investments	3,219,000	2,252,000	2,200,000	(52,000)
Emerging Opportunities	1,500,000	200,000	150,000	(50,000)
Total Program	\$ 92,304,000	\$ 88,414,650	\$ 83,748,000	(4,666,650)
Operating*	21,992,168	21,965,468	22,245,086	279,618
TOTAL BUDGET	\$ 114,296,168	\$ 110,380,118	\$ 105,993,086	\$ (4,387,032)

* Includes COE, EDO, Office of Communications, and Program Ops

The FY 2022-23 Budget reflects a net decline in spending, consistent with the decline of revenues and long-term strategic direction.

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

C. PROGRAM COSTS SUMMARY

1. 2020-2028 STRATEGIC PLAN

This category includes estimated resources in support of the 2020-2028 Strategic Plan. Costs represent estimated resources to support both ongoing and new work related to the anticipated Year 3 activities of the 2020-2028 Strategic Plan, based on implementation work done to date. Our ongoing experience has identified that systems change efforts require time and effort to effectively develop the partnerships necessary to achieve the desired goals. However, a long-term emphasis on sustainability continues to undergird the investment decisions to advance results for children and families in our communities.

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

Budget Component	Revised FY 2021-22	Proposed FY 2022-23 Budget	Variance
Program			
<i>Center for Child & Family Impact</i>			
Family Supports	\$ 40,261,000	\$ 38,170,000	\$ (2,091,000)
Communities	17,759,000	16,302,000	(1,457,000)
Early Care & Education Systems	12,805,000	10,942,000	(1,863,000)
Health Systems	5,856,000	5,832,000	(24,000)
Center Support**	695,000	600,000	(95,000)
<i>CCFI Total</i>	<i>77,376,000</i>	<i>71,846,000</i>	<i>(5,530,000)</i>
<i>Offices</i>			
Office of Government Affairs & Public Policy	3,013,250	4,153,000	1,139,750
Office of Communications	3,914,000	3,597,000	(317,000)
Office of Data for Action	1,659,400	1,802,000	142,600
<i>Offices Total</i>	<i>8,586,650</i>	<i>9,552,000</i>	<i>965,350</i>
Total 2020-2028 Strategic Plan	\$ 85,962,650	\$ 81,398,000	\$ (4,564,650)

1A. Center for Child & Family Impact

The Center for Child and Family Impact (CCFI), includes: Family Supports, Communities, Early Care & Education Systems, Health Systems and the Center Support Team. CCFI continues to leverage its talent and resources to create impact through partnerships and systems change. More information is included below and in Attachment C.

Family Supports (\$38,170,000)

The Family Supports FY 2022-23 budget is largely comprised First 5 LA's continued investments in Welcome Baby and Select Home Visiting, which combined comprise a total of \$32.1 million of 84.1% of the total Family Supports budget.

At approximately 38.3% of the overall programmatic budget, home visiting is the single largest investment for First 5 LA. Informed by our fiscal reality, staff are thinking through how to evolve our home visiting strategy more intentionally towards improving systems infrastructure and facilitating sustainability. In the near term, one sustainability strategy impacts five SHV grantees with a minimal number of active home visitors and includes two components: a) to work in coordination with our key partner, LA County Department of Public Health, to retain home visiting staff within the network of providers where possible, and b) to sunset the contracts by December 31, 2022. First 5 LA aims to leverage existing infrastructure from key partners while supporting the retention and transition of staff and families being served.

Additional project costs proposed for FY 2022-23 include resources to ensure the consistent high-quality application and 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, impact studies of Welcome Baby within the Best Start geographies. This budget also includes \$21,000 in funding from First 5 California to close-

out a cross-sector collaboration project implemented in FY 2021-22, 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 2022-23 Family Supports Team budget.

For further information and detail on the FY 2022-23 Family Supports Team program budget amounts and activities please refer to Attachment C.

Communities (\$16,302,000)

A key component of the Communities Team budget are the Regional Network grantees (RNGs). Of the proposed FY 2022-23 costs within the Communities Team budget, 88.6% or \$14.5 million is driven by the Best Start Regional Network grantees.

The five RNGs represent a network of partners that work together to achieve outcomes aligned with community priorities at regional and local levels. Intentional collaboration and partnership are at the center of this work. Examples of this work across the five RNG's includes parent/resident leadership development, community-driven systems change activities, network building, and organizational capacity building. Due to the fiscal realities of declining revenues, and our commitment to sustainability, the RNGs are on a gradual annual rate of decline, reducing costs by 3% across each of the five RNGs for FY 2022-23.

This team budget also includes funds to help establish a cross-sector learning structure and processes with partners to understand the impact of the Best Start effort within the Best Start geography and the broader LA County environment. Additional funding will also be used to support the use and analysis of data to understand and elevate community priorities and better inform the focus of policy and systems change efforts.

The above represents some examples of the budgets and costs included within the FY 2022-23 Communities Team budget.

For further information and detail on the FY 2022-23 Communities Team program budget amounts and activities please refer to Attachment C.

Early Care and Education (ECE) Systems (\$10,942,000)

ECE activities for FY 2022-23 include Kindergarten Readiness Assessment (KRA), investments that respond to the current environment of the ECE system, such as the COVID Response Team, County ECE Infrastructure Support, and Universal Preschool, as well as Quality Support System work that support the Quality Start Los Angeles (QSLA) system infrastructure model, such as IMPACT 2020 and Dual Language Learner.

At just over \$3 million, the largest First 5 LA investment in this team's budget for FY 2022-23 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. This will be the final year of data collection for districts outside of our Best Start geographies. Funding for this investment will continue to decline as final rounds of data will be collected and analyzed over the next two years through 2024. In the meantime, partnerships will work to identify opportunities for sustainability.

Ongoing investments proposed for FY 2022-23 include \$100,000 for the COVID Response Team and Universal Preschool. The COVID Response Team, in partnership with early learning systems partners, will support ongoing pandemic-related needs such as essential workers' access to child care, translation services and ensure providers have the necessary resources and information. The \$200,000 proposed for Universal Preschool will support the LA County Office of Education in providing technical assistance to school districts as they develop plans for implementation of California's Universal Prekindergarten program.

The continued implementation of the QSLA model, expansion and stabilization, is expected to use \$5,027,000 in funding from First 5 CA to support quality improvement services in local counties in the final year of IMPACT 2020 in FY 2022-23. This increase in funding is aligned with the multi-year plan submitted to Quality Counts California as well as our programmatic goals, and will allow us to serve a greater diversity of child care providers. In addition, the Dual Language Learner initiative, previously funded by First 5 CA, will be absorbed by other funding streams in QSLA and is anticipated to sunset at the end of FY 2022-23. Resources for this initiative are included for FY 2022-23 to ensure the strategy and impact is sustained after the funding has been fully expended.

For further information and detail on the FY 2022-23 Early Care & Education Team program budget amounts and activities please refer to Attachment C.

Health Systems (\$5,832,000)

The Health Systems work in FY 2022-23, in partnership with LA County Department of Public Health (LACDPH), continues to promote and fund health care delivery systems change activities with a focus on serving children with or at-risk of developmental and behavioral delays, as well as investing in decreasing the disparities in birth and other health care outcomes for African American women and children.

In FY 2022-23, 79% of the Health Systems budget will be used to support the full implementation of the Help Me Grow model's key components in LA County (HMG LA), in conjunction with LACDPH. Costs include activities to launch, test and refine 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 Engagement: 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.

Another activity funded in FY 2022-23 includes the final quarter of funding for the 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. Lessons

learned from this project have informed the build out of HMG LA. Although the project is sunsetting, two First Connections grantees will be funded by Hilton and Zero to Three and other First Connections clinics were able to explore sustainability options through Proposition 56 funding and Medi-Cal reimbursements.

First 5 LA and LACDPH are continuing 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% by 2023. Funding will be used to support a public awareness campaign, pooled funds that directly support community-based projects that consult, inform and engage the community, and an investment in a multi-sector hospital quality improvement initiative.

For further information and detail on the FY 2022-23 Health Systems Team program budget amounts and activities please refer to Attachment C.

Center Support (\$600,000)

In FY 2022-23 the Center Support Team will continue to invest in Strategic Cross-Cutting Funder Partnerships, County Partnerships, and Sustainability efforts through a number of projects.

County Partnerships are anticipated to address: prevention, economic & food security, and the cultivation of opportunities to partner with the County in a manner that aligns with our Strategic Plan goals. Proposed resources and activities will also address: infrastructure support for sustainability and health planning, Medi-Cal Administrative Activities support for activities related to securing reimbursement for Welcome Baby County-Based Medi-Cal Administrative Activities (CMAA), and cross-sector partnerships to network and collaborate on policy and systems change efforts.

For further information and detail on the FY 2022-23 Center Support Team program budget amounts and activities please refer to Attachment C.

1B. Offices

The Offices centralize and support key functions reporting directly to the Executive Director, including: The Office of Communications, Office of Data for Action, Office of Equity, Strategy, and Learning, and the Office of Government Affairs & Public Policy. The Office of Equity, Strategy, and Learning (OESL) continues to coordinate, facilitate and support organization-wide processes included, but not limited to: Work Planning and Resource Forecasting Management, Strategic Plan Review and Refinement, and the operationalization of DEI employee-led recommendations. As OESL has not identified any programmatic resources for FY 2022-23 costs to support OESL's functions are included within the Internal Operations Budget and within Attachment E.

Office of Government Affairs & Public Policy (\$4,153,000)

FY 2022-23 investments in the Office of Government Affairs and Public Policy (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. Additional investments will focus on advocacy and policy change priorities – in consultation with staff across the organization, advancing sustainability goals through influencing state and federal budgets, administrative guidance and policy development. OGAPP will also refine a strategy for organization-wide sponsorships and partnership building efforts and lead the funding of conferences and events with the goal of advancing the field of early childhood development.

The largest investment managed by OGAPP in FY 2022-23 is the development and launch of the integrated Early Childhood Policy Advocacy Fund (ECPAF), 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.

For further information and detail on the FY 2022-23 Office of Government Affairs & Public Policy program budget amounts and activities please refer to Attachment C.

Office of Communications (\$3,597,000)

During FY 2022-23, the Office of Communications will work collaboratively across the organization to develop, design, and implement strategies that achieve targeted goals, such as strategic refinements of communications strategies that build First 5 LA's brand, engage decision makers, elevate awareness and create urgency, and support internal communications to help advance the Strategic Plan's goals.

Communications strategies built in partnership with Centers, Teams and Offices will engage decision-makers, including parents and caregivers, communities, and elected officials on early learning, health care delivery systems and child development topics affecting children under the age of 5 in LA County and statewide. One example is the Office of Communication's work with the Office of Government Affairs and Public Policy to develop materials on why early childhood matters and why our work and systems change matters.

The FY 2022-23 budget includes resources for strategy development, public relations, digital marketing, agency-wide translation and interpretation services, pooled-fund investment in supporting the capacity of news outlets to cover early childhood issues to help elevate their importance and urgency. It also includes funds to support the development of content and production of materials and assets to reach and engage target audiences internally and externally. This includes communication support needs as First 5 LA transitions to a hybrid work model by building alignment and engagement between employees, Centers, Teams and Offices.

For further information and detail on the FY 2022-23 Office of Communications program budget amounts and activities please refer to Attachment C.

Office of Data for Action (\$1,802,000)

For FY 2022-23 resources in the Office of Data for Action will support the organization with measurement, evaluation and data-related endeavors, as well as managing the data and research investments that support the needs of specific teams or the entire organization. This budget includes costs and activities that focus on the co-design and development of the Data Strategy including stakeholder engagement, as well as resources to support 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 2022-23 will support the continued development and refinement of the Impact Framework, updating the measurement plan and including data sources for any new or revised indicators, as well as producing and disseminating an indicator report. Funds will also be used to develop and submit First 5 LA’s Annual Report of investments and accomplishments to First 5 CA.

For further information and detail on the FY 2022-23 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. There is one legacy investment remaining—Little by Little.

Little by Little/One Step Ahead (\$2,200,000)

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) program 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 2022-23, the initiative expects to provide services to over 60,446 unique WIC participants throughout the County.

This investment with an original allocation of \$30 million is anticipated to fully expend the allocation in 2024.

D. INTERNAL OPERATIONS (OPERATING BUDGET)

Based on an analysis of the work priorities and strategic outcomes we are seeking in alignment to the Strategic Plan, historical spending, as well as anticipated needs for FY 2022-23, the budget includes approximately \$22.2 million in support of First 5 LA’s operational costs.

The \$22.2 million represents an increase of approximately \$280,000 or 1.3% compared to the revised FY 2021-22 Budget, influenced primarily by upward spending changes in Personnel Services, Consultant Services, Professional Services and Travel Expenses, and offset by downward spending changes in Operating Services and Professional Development.

OPERATING COST CATEGORY	FY 2021-22 Budget				Proposed	
	Original		Revised		FY 2022-23 Budget	
Personnel Services	\$ 17,404,106	79%	\$ 17,361,106	79%	\$ 17,504,875	78.7%
Operating Services	1,840,224	8%	1,831,724	8%	1,655,678	7.4%
Consultant Services	1,801,100	8%	1,812,100	8%	2,038,100	9.2%
Professional Services	468,623	2%	517,623	2%	520,995	2.3%
Travel Expenses	113,600	1%	80,600	0%	202,888	0.9%
Professional Development	364,515	2%	362,315	2%	322,550	1.4%
Total Operating Costs	\$ 21,992,168	100%	\$ 21,965,468	100%	\$ 22,245,086	100%

Note: Percentages have been rounded to the nearest whole

Attachments D and E provide additional detail on the operating budget, based on the existing organizational structure.

Highlights and Assumptions:

The approximately \$280,000 net increase is driven by an overall increase in several cost categories, largely driven by a 5% merit, the addition of \$150,000 in a personnel equity/market adjustment, and the transition from a mandatory telework situation, caused by a public health emergency, to a reimagining of the work model from the traditional onsite full-time to a hybrid model. As shown in the summary tables and team budgets in Attachment E, the budget includes many increases and decreases within individual team budgets, and the following are highlights of the major spending categories.

The following are highlights of the major spending categories:

Personnel Services

Approximately \$17.5 million, or 78.7%, of the total \$22.2 million in operating costs is for Personnel Services, which includes salaries and employee benefits. This represents an increase of about \$144,000 or 0.8% compared to the revised FY 2021-22 personnel budget. As mentioned above, this overall increase in personnel costs is primarily driven by a 5% merit increase and a \$150,000 equity adjustment. Additionally, we have also adjusted the total personnel costs to account for short and long-term vacancies throughout the year by way of a 3.5% attrition rate as well as a budget that reflects staggered hiring for vacancies as priority hires. The personnel costs were assessed and aligned to meet the organization's staffing needs to achieve the strategic priorities. A complete schedule of authorized positions can be found in Attachment D.

Operating Expenses

General operating expenses comprise \$1.65 million, or 7.4% of the total operating costs. This is a net decrease of approximately \$176,000 influenced primarily by the reduction to miscellaneous contingency by \$141,000. Last year, there was an increase to support the costs related to the ongoing COVID-19 pandemic, ensuring that proper measures were taken to keep staff safe. These costs included any potential increase in security services and equipment, janitorial deep cleaning services, as well as plexi-glass desk protectors and installation in response to COVID-19. Many of these expenses were satisfied in FY 2021-22 and fewer resources are required for FY 2022-23. The nearly \$57,000 reduction to Hardware and Software Maintenance is due to the Network upgrade as part of

the Capital Improvement Project which lowered overall organizational maintenance. This reduction, as well as others, are offset by increases to other line items but most notably a \$25,000 increase to Internal meetings which was increased as staff are expected to return to the office and resume in person convenings.

Consultant Services

The budget includes approximately \$2.0 million for Consultant Services, representing about 9.2% of the total operating costs an increase of approximately \$226,000, or 12.5% compared to FY 2021-22. 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. Other notable cost drivers include expenses related to Executive recruitment, Compensation studies, and HR Specific Consultant Support.

Professional Services

The budget includes approximately \$521,000 to support Professional Services, representing 2.3% of total operating costs and a \$3,400 or approximately 0.7% increase in funding level compared to the revised FY 2021-22 budget. Resources will fund staff recruitment, web-based services, audit fees and miscellaneous bank charges.

Travel Expenses

Travel Expenses comprise 0.9% of the total operating costs at approximately \$203,000, representing an increase of \$122,000 or 150% compared to the revised funding for FY 2021-22. Due to the ongoing pandemic, work-related travel was completely restricted in FY 2021-22, and resources were adjusted accordingly at mid-year. For FY 2022-23, resources anticipate the return of work-related staff travel, grounded in guidance and best practices per public health officials.

Professional Development

Professional Development represents 1.4% of the total operating budget, at \$323,000. This budget includes a nearly \$40,000 decrease in spending, or 10%, compared to the revised resources proposed in FY 2021-22. The largest driver behind the decrease in Professional development is in leadership programs, as we see a roughly \$139,000 reduction from FY 2021-22 due to the transfer of Affinity Group Membership which now resides in the Executive Directors office. 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. Despite the downward adjustment compared to prior year, and the gradual decline in revenue, First 5 LA continues to prioritize staff training to ensure that our staff are 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 include: IMPACT dollars from First 5 California (F5CA), funding from F5CA to implement the Home Visiting Coordination (HVC) project, resources from the Los Angeles Department of Public Health (LADPH) to continue to support and advance the African American Infant and Maternal Mortality (AAIMM) Strategic Communications Initiative, and a partnership with the Los Angeles County Office of Education to continue to support Early Care and Education efforts for a total of \$5,308,077 anticipated for FY 2022-23.

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 23-24% 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 2022-23, projected to be approximately \$73.6 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 1% - 2% over the past four years, for the purposes of our planning. 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 \$4.2 million in revenue for FY 2022-23, is 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 optimizing 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 2022-23 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 2022-23 Reserve is calculated at \$53.0 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 2022-23, the total budget of \$105.99 million is offset by just over \$5.3 million in external funds to support the work in the fiscal year. As such, the net demand on the First 5 LA resources is \$100.7 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 2022-23 Budget do not exceed the remaining balance for these funding allocations, approval of the FY 2022-23 budget amounts for these initiatives will not commit additional dollars. The projected remaining allocation balances as of June 30, 2022 will be brought to the Commission for reaffirmation on June 9, 2022 in conjunction with the approval of the FY 2022-23 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 2021-22 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. Through the Long-Term Financial Plan, the annual administrative limit has been designated as representing no more than 15% of total annual costs, unless otherwise approved by the Board.

The definition of administrative cost accounts for 100% of the following departments' costs: Executive Director's Office, Center for Operational Excellence, Board of Commissioners, Workplace

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 (Executive Vice President and Executive Assistant to the EVP).

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 13.26% of the total budget. The increase from the previous year's revised 12.81% is due to the greater disparity between operational costs and programmatic expenditures proposed for FY 2022-23.



ATTACHMENT B:

FY 2022-23 BUDGET SUMMARY PROGRAMS

CENTER/TEAM/OFFICE	PROJECT NAME	APPROVED FY 2021-22 BUDGET		PROPOSED ADJUSTMENTS		REVISED FY 2021-22 BUDGET		FY 2022-23 PROPOSED BUDGET		VARIANCE		
		\$		\$		\$		\$		\$	%	
2020-2028 STRATEGIC PLAN												
<i>Center for Child and Family Impact</i>												
FAMILY SUPPORTS	Welcome Baby Hospitals	\$	22,406,000	\$	(200,000)	\$	22,206,000	\$	21,139,000	\$	(1,067,000)	-5%
	Select Home Visiting Programs		11,596,000		(106,000)		11,490,000		10,943,000		(547,000)	-5%
	Deb Daro Consultation		35,000		(9,000)		26,000		26,000		-	0%
	Family Strengthening Oversight Entity		3,810,000		(43,000)		3,767,000		3,800,000		33,000	1%
	F5CA Home Visiting Coordination Project		100,000		(8,000)		92,000		21,000		(71,000)	-77%
	Home Visiting Staff Diversity/Retention Consultant		20,000				20,000		-		(20,000)	-100%
	MAMA's Visits Home Visiting Program Training and T.A. Support		265,000				265,000		-		(265,000)	-100%
	Stronger Families Database		667,000		(83,000)		584,000		600,000		16,000	3%
	Welcome Baby Impact Study		1,362,000		449,000		1,811,000		1,641,000		(170,000)	-9%
			\$	40,261,000	\$	-	\$	40,261,000	\$	38,170,000	\$	(2,091,000)
Sub-total Family Supports		\$	40,261,000	\$	-	\$	40,261,000	\$	38,170,000	\$	(2,091,000)	-5.2%
COMMUNITIES	Region 1: Central-East Regional Network	\$	3,953,000			\$	3,953,000		3,835,000		(118,000)	-3%
	Region 2: SLA Regional Network		4,513,000				4,513,000		4,378,000		(135,000)	-3%
	Region 3: SFV Regional Network		2,084,000				2,084,000		2,022,000		(62,000)	-3%
	Region 4: Port Cities Regional Network		2,380,000				2,380,000		2,309,000		(71,000)	-3%
	Region 5: AV Regional Network		1,962,000				1,962,000		1,904,000		(58,000)	-3%
	Communities of Practice		542,000				542,000		175,000		(367,000)	-68%
	Network Knowledge Development and Dissemination		305,000				305,000		-		(305,000)	-100%
	Link Advocates Government Family and Parks (Link)		150,000				150,000		-		(150,000)	-100%
	Best Start Learning Agenda		540,000				540,000		818,000		278,000	51%
	Built Environment Policy Advocacy Fund (BEPAF)		875,000				875,000		-		(875,000)	-100%
	Capacity Strengthening Learning Consortium		380,000				380,000		361,000		(19,000)	-5%
	Long Beach Mayor's Fund for Education: Business Partner Cultivation		75,000				75,000		-		(75,000)	-100%
	Activating Network Partners								225,000		225,000	N/A
	Expand Regional Influence and Impact with Data Learning Dialogues								250,000		250,000	N/A
									25,000		25,000	N/A
		\$	17,759,000	\$	-	\$	17,759,000	\$	16,302,000	\$	(1,457,000)	-8.2%
Sub-total Communities		\$	17,759,000	\$	-	\$	17,759,000	\$	16,302,000	\$	(1,457,000)	-8.2%
ECE	County ECE Infrastructure Support	\$	45,000			\$	45,000		180,000		135,000	300%
	COVID Response Team								100,000		100,000	N/A
	ECE Policy Advocacy Fund		2,450,000				2,450,000		-		(2,450,000)	-100%
	Kindergarten Readiness Assessment		3,400,000		(125,000)		3,275,000		3,060,000		(215,000)	-7%
	Provider Advisory Group		175,000				175,000		165,000		(10,000)	-6%
	Universal Preschool								200,000		200,000	N/A
	Dual Language Learner		1,000,000				1,000,000		150,000		(850,000)	-85%
	ECE Workforce Registry		550,000				550,000		495,000		(55,000)	-10%
	Home-Based Child Care Strategy		300,000		50,000		350,000		564,000		214,000	61%
	IMPACT 2020		1,944,000				1,944,000		5,028,000		3,084,000	159%
	QSLA Database		600,000		(84,000)		516,000		600,000		84,000	16%
	QSLA Expansion: IMPACT1		2,100,000				2,100,000		-		(2,100,000)	-100%
VIVA Social Impact Partners		400,000				400,000		400,000		-	0%	
		\$	12,964,000	\$	(159,000)	\$	12,805,000	\$	10,942,000	\$	(1,863,000)	-14.5%
Sub-total ECE		\$	12,964,000	\$	(159,000)	\$	12,805,000	\$	10,942,000	\$	(1,863,000)	-14.5%
HEALTH SYSTEMS	Help Me Grow	\$	4,172,000	\$	(105,000)	\$	4,067,000	\$	4,631,000	\$	564,000	14%
	First Connections		545,000		(110,000)		435,000		121,000		(314,000)	-72%
	Early Identification and Intervention Evaluation		79,000				79,000		-		(79,000)	-100%
	AAIMM Birth Outcomes and Disparities – Policy and Systems Change		1,050,000		225,000		1,275,000		1,080,000		(195,000)	-15%
		\$	5,846,000	\$	10,000	\$	5,856,000	\$	5,832,000	\$	(24,000)	-0.4%
Sub-total Health Systems		\$	5,846,000	\$	10,000	\$	5,856,000	\$	5,832,000	\$	(24,000)	-0.4%

CENTER/TEAM/OFFICE	PROJECT NAME	APPROVED FY 2021-22 BUDGET		PROPOSED ADJUSTMENTS	REVISED FY 2021-22 BUDGET		FY 2022-23 PROPOSED BUDGET		VARIANCE		
		\$	%		\$	%	\$	%	\$	%	
CENTER SUPPORT	Bold Vision	\$ 150,000			\$ 150,000		\$ 75,000		(75,000)	-50%	
	Center for Strategic Partnerships	25,000			25,000		50,000		25,000	100%	
	County Partnership Fund	225,000			225,000		200,000		(25,000)	-11%	
	Infrastructure Support for Sustainability and Health Planning	180,000			180,000		220,000		40,000	22%	
	Medi-Cal Administrative Activities Implementation Support	65,000			65,000		5,000		(60,000)	-92%	
	Southern California Grantmakers (SCG)	50,000			50,000		50,000		-	0%	
Sub-total Center Support		\$ 695,000		\$ -	\$ 695,000		\$ 600,000		\$ (95,000)	-13.7%	
Sub-Total: Center for Child and Family Impact		\$ 77,525,000		\$ (149,000)	\$ 77,376,000		\$ 71,846,000		\$ (5,530,000)	-7.1%	
Office of Government Affairs & Public Policy											
OFFICE OF GOVERNMENT AFFAIRS & PUBLIC POLICY	Early Childhood Policy and Advocacy Fund	\$ -		\$ -	\$ -		\$ 1,500,000		\$ 1,500,000	N/A	
	Policy Advocacy Fund Technical Assistance Provider	400,000			400,000		596,000		196,000	49%	
	Conference Funding to Advance the Field of Early Childhood Development	150,000		(75,000)	75,000		50,000		(25,000)	-33%	
	Organization-wide Sponsorships to Build Partnerships and Public Will for First 5 LA's Results Areas	200,000			200,000		200,000		-	0%	
	Organizational Memberships and Stakeholder Engagement Efforts	508,000			508,000		393,000		(115,000)	-23%	
	Federal Policy and Sustainability Advocate	100,000			100,000		75,000		(25,000)	-25%	
	State Policy and Sustainability Advocate	448,000			448,000		366,000		(82,000)	-18%	
	Strategic Plan Advocacy Strategies	1,263,000		19,250	1,282,250		973,000		(309,250)	-24%	
	Sub-Total: Office of Government Affairs & Public Policy	\$ 3,069,000		\$ (55,750)	\$ 3,013,250		\$ 4,153,000		\$ 1,139,750	37.8%	
	Office of Communications										
OFFICE OF COMMUNICATIONS	Strategic Communications	\$ 2,500,000			\$ 2,500,000		\$ 1,897,000		(603,000)	-24%	
	Strategic Communications Partnerships	539,000		(250,000)	289,000		250,000		(39,000)	-13%	
	Strategic Marketing	1,575,000		(450,000)	1,125,000		1,450,000		325,000	29%	
Sub-Total: Office of Communications	\$ 4,614,000		\$ (700,000)	\$ 3,914,000		\$ 3,597,000		\$ (317,000)	-8.1%		
Office of Data for Action											
OFFICE OF DATA FOR ACTION	Annual Reporting	\$ 74,000			\$ 74,000		\$ 87,000		\$ 13,000	18%	
	Data Policies & Practices	150,000		(150,000)	-		-		-	N/A	
	Data Requests	5,000			5,000		5,000		-	0%	
	Children's Data Network (CDN)	850,000			850,000		793,000		(57,000)	-7%	
	County Data Partnership	115,000			115,000		147,000		32,000	28%	
	WIC Data Mining Research Partnership	384,000		(60,000)	324,000		314,000		(10,000)	-3%	
	Assisting and Supporting Staff with Information for Specialized Tasks	119,000		(119,000)	-		-		-	N/A	
	First 5 LA Data Strategy	250,000			250,000		200,000		(50,000)	-20%	
	Impact Framework	430,000		(388,600)	41,400		256,000		214,600	518%	
	Sub-total Office of Data for Action	\$ 2,377,000		\$ (717,600)	\$ 1,659,400		\$ 1,802,000		\$ 142,600	8.6%	
TOTAL 2020-2028 STRATEGIC PLAN	\$ 87,585,000		\$ (1,622,350)	\$ 85,962,650		\$ 81,398,000		\$ (4,564,650)	-5.3%		
LEGACY INVESTMENTS											
Baby Friendly Hospitals Little by Little/One Step Ahead	Baby Friendly Hospital Project - Cycle 4	\$ 40,000			\$ 40,000		\$ -		(40,000)	-100%	
	Little by Little/One Step Ahead Program	3,179,000		(967,000)	2,212,000		2,200,000		(12,000)	-1%	
TOTAL LEGACY INVESTMENTS	\$ 3,219,000		\$ (967,000)	\$ 2,252,000		\$ 2,200,000		\$ (52,000)	-2.3%		
Emerging Opportunities Fund	Emerging Opportunities Fund	\$ 1,500,000		(1,300,000)	200,000		\$ 150,000		(50,000)	-25%	
TOTAL FIRST 5 LA PROGRAM BUDGET	\$ 92,304,000		\$ (3,889,350)	\$ 88,414,650		\$ 83,748,000		\$ (4,666,650)	-5.3%		

CENTER/TEAM/OFFICE	PROJECT NAME	APPROVED FY 2021-22 BUDGET		PROPOSED ADJUSTMENTS		REVISED FY 2021-22 BUDGET		FY 2022-23		VARIANCE		
								PROPOSED BUDGET		\$	%	
INTERNAL OPERATIONS												
	Administrative Costs	\$	14,135,548			\$	14,135,548	\$	14,052,077	\$	(83,471)	-1%
	Program Costs		7,856,620				7,856,620		8,193,009		336,389	4%
	TOTAL INTERNAL OPERATIONS	\$	21,992,168	\$	(26,700)	\$	21,965,468	\$	22,245,086	\$	279,618	1.3%
	TOTAL FIRST 5 LA BUDGET	\$	114,296,168	\$	(3,916,050)	\$	110,380,118	\$	105,993,086	\$	(4,387,032)	-4.0%
NON- F5LA PROPOSITION 10 REVENUES												
	F5CA Home Visiting Coordination Project	\$	100,000			\$	79,000	\$	21,000			
	F5CA Dual Language Learner		1,000,000				1,000,000					
	F5CA IMPACT		1,944,000				1,944,000		5,027,077			
	QSLA Expansion: IMPACT1		2,100,000				2,100,000					
	LACDPH - AAIMM				225,000		225,000		160,000			
	Medi-Cal Managed Care Plan				420,000		420,000					
	LACOE								100,000			
	TOTAL NON-F5LA PROPOSITION 10 REVENUES	\$	5,144,000	\$	645,000	\$	5,768,000	\$	5,308,077			
	TOTAL DEMAND ON F5LA RESOURCES	\$	109,152,168	\$	(4,561,050)	\$	104,612,118	\$	100,685,009			



ATTACHMENT C:

FY 2022-23 BUDGET PROGRAM DETAIL

CENTER FOR CHILD & FAMILY IMPACT

Family Supports Team

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Welcome Baby Hospitals	\$22,206,000	\$21,139,000	-4.80%

Program Summary

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.

Spending Plan and Funding Methodology

The program budget of \$21,139,000 reflects an analysis based on budget amounts from previous fiscal years relative to actual expenditures and an assessment of sustainability strategies. The Program Budget for FY 22-23 takes historical expenditure trends into account to provide a more accurate budget. Given First 5 LA’s declining revenue, additional analysis led to further refinements, including removal of long-standing vacancies and a grantee budget adjustment to the 3-year contracts to update and reflect actual and anticipated expenditures. As such, FY 22-23 program budget is anticipated to be less than the actual total contract amount but reflects the trend of anticipated expenditures. Additionally, this proposed expenditure represents an 5% percent reduction in budget, an incremental decrease that reflects First 5 LA’s fiscal realities and structures contracts to incentivize sustainability efforts.

The majority of contract expenses will be spent on personnel costs, with expenses for supplies, mileage, and client materials. The following were considered when developing the FY 22-23 estimate:

- Historical spending patterns
- Program related costs (mileage, supplies)
- Anticipated revenue from collaboration with managed care plans
- Grantee spending projections for FY 22-23.
- Adjustment of grantee budgets to adjust and reflect anticipated expenditures
- Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Select Home Visiting Programs	\$11,490,000	\$10,943,000	-4.76%

Program Summary

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.

Spending Plan and Funding Methodology

The program budget of \$10,943,000 reflects an analysis based on budget amounts from previous fiscal years relative to actual expenditures and an assessment of sustainability strategies. The Program Budget for FY 22-23 takes historical expenditure trends into account to provide a more accurate budget. Given First 5 LA’s declining revenue, additional analysis led to further refinements, including: removal of long-standing vacancies; a grantee budget adjustment to the 3-year contracts to update and reflect actual and anticipated expenditures; and anticipated transition of personnel from select SHV sites to other funding streams that will maintain system capacity but reduce First 5 LA expenditures.

As such, FY 22-23 program budget is anticipated to be less than the actual total contract amount but reflects the trend of anticipated expenditures. Additionally, this proposed expenditure represents a 5% percent reduction, an incremental decrease that reflects First 5 LA’s fiscal realities and structures contracts to incentivize sustainability efforts.

Most contract expenses will be spent on personnel, ongoing operating expenses and on costs such as supplies and mileage associated with client enrollment. The following factors were considered when developing the FY 22-23 estimate:

- Historical spending patterns
- Program related costs (mileage, supplies)
- Grantee spending projections for FY 22-23
- Adjustment of grantee budgets to adjust and reflect anticipated expenditures
- Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Deb Daro Consultation	\$26,000		\$26,000		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;
- B) Guidance to policy development staff on strategic opportunities at the State and Federal level;
- C) Assistance to Family Supports Team on available system linkages for extending Welcome Baby reach and impact;
- D) Guidance to inform the development, implementation, and oversight of the Welcome Baby Virtual Study and other home visiting evaluation efforts; and
- E) Maintain regular contact with F5LA leadership and conduct onsite or virtual visits with staff and partners

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Family Strengthening Oversight Entity	\$3,767,000	\$3,800,000	0.87%

Program Summary

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. Additionally, the FSOE plays a critical oversight role across program models and sites receiving multiple funding sources and utilizing the Stronger Families Database.

Spending Plan and Funding Methodology

Spending Plan & Methodology

In FY 22-23 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
- 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 Organization.

Requested resources are consistent with historical expenditures and anticipated need. The following were taken into account when developing the FY 22-23 estimate:

- Anticipated merit increase for personnel
- Expanded support for the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium
- Inclusion of virtual trainings and meeting costs; and
- Funding to provide training, materials and 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

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
F5CA Home Visiting Coordination Project	\$92,000		\$21,000		-77.17%

Program Summary

First 5 California Home Visiting Coordination Project funding provide a no-cost extension ending in June 2023.

Spending Plan and Funding Methodology

The First 5 California Home Visiting Coordination Project provided a no-cost extension to finalize projects in FY 22-23. Funding will be used to support integration efforts between Help Me Grow and home visiting and testing of referral pathways.

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

First 5 California Home Visitation Project funds were slated to end June 2022, however First 5 California provided a no-cost extension through June 2023. Remaining funding of \$21,000 will be used to fund consultant support to complete integration and referral testing efforts between Help Me Grow and home visiting providers.

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Stronger Families Database	\$584,000		\$600,000		2.73%

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

The Project Budget for the Stronger Families Database is \$600,000. Aside from the ongoing database hosting and maintenance, in FY 22-23 the system will continue to incorporate database changes due to the ongoing partnership with managed care plans, development of new referral pathways, and coordination with the Department of Public Health and Department of Social Services home visiting efforts. Funds will continue to support Tableau reporting and additional features requested by users. Finally, ongoing efforts to support evaluation and county-wide collaboration that require database modifications will also continue.

- The breakdown of costs includes the following:
- Tableau Licenses and Database Hosting: \$244,000
 - Contracted Services to support database modifications: \$130,000
 - Database Technical Expertise and Engineers: \$226,000

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Welcome Baby Impact Study	\$1,811,000	\$1,641,000	-9.38%

Program Summary

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 22-23 is to complete enrollment of participants into the study and conduct the second and third wave of primary data collection to capture maternal and child experiences and outcomes.

Spending Plan and Funding Methodology

The costs for the Welcome Baby Virtual Study were determined by reviewing the Scope of Work (SOW), study activity to date, and budget submitted by American Institutes for Research (AIR) as part of the contracting process. The following activities are anticipated for FY 22-23: final recruitment and enrollment of participants for primary data collection, collecting and analyzing primary data, and project management. A breakdown of the tasks and anticipated dollar amounts are listed below. The majority of effort will be devoted to final recruitment and enrollment, and collection and analysis of data.

- Cost estimates are based on previous years’ experience and previous studies:
- Outcomes Data Collection for Welcome Baby Sample (Time 1, 2 & 3): \$921,345
- Outcomes Data Collection for WIC Sample: \$119,441
- Outcomes Data Analysis & Reporting: \$ 389,078
- Implementation Study Data Collection & Reporting Wrap up: \$100,048
- Project Management: \$85,088
- WIC Collaboration: \$26,000

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

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

Program Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Little by Little/One Step Ahead Program	\$2,212,000	\$2,200,000	-0.54%

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 22-23:

- 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 data related to the retention effects of the LBL program on WIC participation and other related evaluation data, such as screening for developmental delays as part of the LBL interaction.

MAJOR COST AREAS

The funding level for FY 22-23 was determined based on contractor spending patterns in past years and the negotiated 39-month life of project contract estimates. In FY 22-23, the LBL program will provide services to an estimated total of 60,446 unique WIC participants for a total budget estimate of about \$2,200,000. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 22-23:

1. Personnel- 16 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: \$415,165
2. Contracted Services- an estimated 7 subcontractors including 6 subcontractors delivering direct services at ten 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: \$943,588
3. Program Supplies- Program expenses are related to program materials and books. Total estimated expenses for supplies: \$451,038.
4. Operating and Administrative Costs- A total of \$265,523 is estimated for printing/copying, space, telephone, postage, travel, mileage, and other related expenses.
5. Evaluation: A budget of \$2,500 is needed to continue evaluation efforts, including fees and data collection and analysis activities.
6. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$113,423

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

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

employ various strategies to sustain the Little by Little Initiative in the future.

Budget was rounded up to the nearest thousand, per internal practice.

Change from Prior Year (if >+20%)

Communities Team

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Region 1: Central-East Regional Network	\$3,953,000		\$3,835,000		-2.98%

Program Summary

Para Los Niños (PLN) serves as the Regional Network Grantee (RNG) for Best Start Region 1 (Central-East) Regional Network which includes Metro LA, Southeast LA, East LA and South El Monte/El Monte. In FY 22-23, the RNG will support the Region 1 Central-East Regional Network to continue to strengthen the Best Start Network Infrastructure of partners (RNGs, Local Network Contractors and other contractors), strengthen the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will also continue to cultivate alignment and collective movements focused on our long-term results and conditions of well-being, so children and families thrive. The Regional Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leverage networks, and shift policies and systems on prenatal to age 5 issues. The Regional Network will also be deepening their collaboration and adding a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 22-23

- 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 \$3,834,410. for FY 22-23 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 22-23:

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: \$895,632.
2. Contracted Services- an estimated 7 subcontractors to support and develop Region 1 capacity building around multi-level coordination, resource mobilization, collective advocacy, data and evaluation. Total estimated expenses for subcontracts: \$196,600.
3. Operating and Administrative Costs- A total of \$1,085,371 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: \$80,454.
5. Local Network Costs-A total of \$1,576,353 ,is estimated for capacity building and leadership development, community change work, coordination and support costs for the local organizations and networks of the Central-East geographies.

This proposed expenditure represents an 3% reduction, an incremental decrease that reflects First 5 LA’s fiscal realities and structures contracts to incentivize sustainability efforts.

The final budget was rounded up to the nearest thousand, per internal practice.

Initiative

Strengthening Regional Networks

Investment Category

2020-2028 Strategic Plan

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

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Region 2: South LA Regional Network	\$4,513,000		\$4,378,000		-2.99%

Program Summary

Community Health Councils (CHC) serves as the Regional Network Grantee for the Region 2 (South LA) Regional Network which includes West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook. In FY 22-23, the RNG will support the Region 2 South LA Regional Network to continue to strengthen the Best Start Network Infrastructure of partners (RNGs, LNCs and other contractors), strengthen the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will also continue to cultivate alignment and collective movements focused on our long-term results and conditions of well-being, so children and families thrive. The Regional Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leverage networks, and shift policies and systems on prenatal to age 5 issues. The Regional Network will also be deepening their collaboration and adding a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 22-23

- 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 \$4,377,610 for FY 22-23 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 22-23:

1. Personnel – 17 staff positions at 100% that 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: \$1,529,927.
2. Operating and Administrative Costs – A total of \$153,216 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses.
3. Evaluation – A budget of \$32,000 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: \$353,615.
5. Local Network Costs – A total of \$1,727,610 is estimated for capacity building and leadership development, community change work, coordination and support costs for the organizations and networks of the South Los Angeles geographies.
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: \$581,242.

This proposed expenditure represents a 3% reduction, an incremental decrease that reflects First 5 LA’s fiscal realities and structures contracts to incentivize sustainability efforts.

The final budget was rounded up to the nearest thousand, per internal practice.

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

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Region 3: San Fernando Valley Regional Network	\$2,084,000	\$2,022,000	-2.97%

Program Summary

El Nido Family Centers (El Nido) serves as the Regional Network Grantee (RNG) for the Best Start Region 3 (San Fernando Valley) Regional Network which includes Northeast Valley and Panorama City & Neighbors. In FY 22-23, the RNG will support the Region 3 San Fernando Valley Regional Network to continue to strengthen the Best Start Network Infrastructure of partners (RNGs, Local Network Contractors and other contractors), strengthen the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will also continue to cultivate alignment and collective movements focused on our long-term results and conditions of well-being, so children and families thrive. The Regional Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leverage networks, and shift policies and systems on prenatal to age 5 issues. The Regional Network will also be deepening their collaboration and adding a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 22-23

- 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 \$2,021,480 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 22-23:

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.
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 \$1,327,193 is estimated for capacity building and leadership development, community change work, coordination and support costs for organizations and networks of the Panorama City & Neighbors and Northeast Valley geographies.

This proposed expenditure represents a 3% reduction, an incremental decrease that reflects First 5 LA’s fiscal realities and structures contracts to incentivize sustainability efforts.

The final budget was rounded up to the nearest thousand, per internal practice.

Initiative

Strengthening Regional Networks

Investment Category

2020-2028 Strategic Plan

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

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Region 4: Port Cities Regional Network	\$2,380,000	\$2,309,000	-2.98%

Program Summary

The Nonprofit Partnership (TNP) serves as the Regional Network Grantee (RNG) for the Best Start Region 4 (Port Cities) Regional Network which includes Central Long Beach and Wilmington. In FY 22-23, the RNG will support the Region 4 Port Cities Regional Network to continue to strengthen Best Start Network Infrastructure of partners (RNGs, LNCs and other contractors), strengthen the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will also continue to cultivate alignment and collective movements focused on our long-term results and conditions of well-being, so children and families thrive. The Regional Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leverage networks, and shift policies and systems on prenatal to age 5 issues. The Regional Network will also be deepening their collaboration and adding a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 22-23

- 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 \$2,308,600 for FY 22-23 was determined based on spending patterns 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 22-23.

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 \$1,355,800 is estimated for capacity building and leadership development, community change work, coordination and support costs for organizations and networks of the 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.

This proposed expenditure represents a 3% reduction, an incremental decrease that reflects First 5 LA’s fiscal realities and structures contracts to incentivize sustainability efforts.

The final budget was rounded up to the nearest thousand, per internal practice.

Initiative

Investment Category

Strengthening Regional Networks

2020-2028 Strategic Plan

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

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Region 5: Antelope Valley Regional Network	\$1,962,000		\$1,904,000		-2.95%

Program Summary

Children's Bureau of Southern California (Children's Bureau) serves as the Regional Network Grantee (RNG) for the Best Start Region 5 (Antelope Valley) Regional Network which includes the communities of Lancaster and Palmdale. In FY 22-23, the RNG will support the Region 5 Antelope Valley Regional Network to continue to strengthen the Best Start Network Infrastructure of partners (RNGs, LNCs and other contractors), strengthen the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will also continue to cultivate alignment and collective movements focused on our long-term results and conditions of well-being, so children and families thrive. The Regional Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leverage networks, and shift policies and systems on prenatal to age 5 issues. The Regional Network will also be deepening their collaboration and adding a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 22-23

- 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 5 Antelope Valley Regional Network funding level estimate of \$1,904,000 for FY 22-23 was determined based on the community needs and system change opportunities anticipated in FY 22-23 and negotiated contract estimates. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Best Start Lancaster and Best Start Palmdale. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 22-23:

1. Personnel – 6 staff positions at 100% that 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: \$347,554.
2. Operating and Administrative Costs – A total of \$87,230 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses.
3. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$143,438.
4. Regional Network Expenses: Expenses include logistical support, training and technical assistance, and regional community change work. Total costs for this category: \$404,769
5. Local Network Costs – A total of \$654,392 is estimated for capacity building and leadership development, community change work, coordination and support costs for organizations and networks of the Lancaster and Palmdale geographies.
6. Contracted Services – an estimated 5 subcontractors to support and develop Region 5 capacity building, communications multi-level coordination, resource mobilization, collective advocacy, and financial auditing. Total estimated expenses for subcontracts: \$266,617.

This proposed expenditure represents a 3% reduction, an incremental decrease that reflects First 5 LA's fiscal realities and structures contracts to incentivize sustainability efforts.

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

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Communities of Practice	\$542,000		\$175,000		-67.71%

Program Summary

Engage R+D is contracted to create a collective space for Regional Network Grantees (RNGs) to share practices, deepen partnerships, develop strategies and create a sense of community that inspires ongoing reflection, adaptation, and practice improvements in order to strengthen the Best Start Network infrastructure.

Spending Plan and Funding Methodology

Estimated expenditures represent 12 months of implementation 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%)

The line item during FY21-22 included 2 different projects, Optimizing Organizational Capacity (OOC) and Communities of Practice (CoP), OOC has closed and the budget is only reflective of CoP.

Initiative	Investment Category
Best Start Learning	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Best Start Learning Agenda	\$540,000		\$818,000		51.48%

Program Summary

Through the Best Start Learning Agenda (BSLA), First 5 LA sees an opportunity to further our learning and understanding of our Best Start effort by learning 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 to leverage existing research and learning efforts and strengthen First LA's learning alongside our partners, grantees, contractors, and community members.

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 22-23:

- 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) Communities Team 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%)

An approximate 40% increase from 2021-22. The increase for 2022-23 is due to increased activities after preliminary planning and discovery phase in 2021-22. There will be greater convenings, as well as research activities and project planning and management.

Initiative	Investment Category
Best Start Learning	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Capacity Strengthening Learning Consortium	\$380,000		\$361,000		-5.00%

Program Summary

This project seeks to improve learning between and amongst capacity strengthening efforts underway in LA County, including the 5 regions and 14 Best Start geographic areas, by engaging those working to change systems to improve results for children and families. In partnership with First 5 LA, Community Partners will continue co-designing First 5 LA Communities Team’s Capacity Strengthening Learning Consortium; implement, develop, and improve the learning structure; capture, document, and share learnings; and inform and strengthen First 5 LA’s efforts to build relationships and partnerships. Capacity strengthening (building) is the foundation to the Best Start investment and the Consortium space provides us an opportunity to articulate our Best Start learnings as a ‘proof of concept’ with other capacity strengthening partners in the field.

Spending Plan and Funding Methodology

The total estimated cost for Capacity Strengthening Learning Consortium is \$361,000.
 How funds will be Spent in FY 22-23:

- No more than 8 cohort-wide convenings and up to 54 small group, curated conversation meetings
- Contract with guest speakers/panelists for the Consortium
- In collaboration with First 5 LA, identify potential points of synergy with other community capacity strengthening efforts in LA County and explore possibilities for collaboration.

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

Initiative	Investment Category
Building P-5 Movement	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Activating Network Partners			\$225,000		0.00%

Program Summary

The Activating Network Partners project supports the Communities Team to complement the Regional Network Grantee investment by activating partners in the region who are aligned in values and mission around achieving population level results for young children. The project allows the Communities Team staff to play a role as convener and connector, to better integrate efforts and align actors within the Best Start region for the benefit of young children and their families. Given the unique ecosystem in each community, stakeholder networks and groups are diverse, and some are not meaningfully engaged in the Best Start networks focused. Some examples of this work include Communities Team staff engaging with and providing strategic funding to SELA Collaborative to continue its efforts to build non-profit coalitions in Southeast LA, the Antelope Valley Resource Infusion, and the Long Beach Mayors Fund to connect Long Beach City efforts to mobilize and connect the business community to young children’s issues.

These partners have participated in Best Start networks, however, this focus has allowed them to strengthen their work with the Best Start networks. For example, our strategic partnership with the Long Beach Mayors Fund allows their staff to continue advancing young children’s issues in their broader work of cradle to career pipeline in Long Beach by sitting at the table at the City, as well as within the business community. And, the role of the Region 4 Team has been to “connect the dots” on the various efforts of the Regional Network Grantee, as well as maintain an ecosystem perspective of the region, working to align key players and stakeholders to support the Regional Network Grantee’s work and generate more resources, support and partnerships.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 22-23

The total estimated cost for FY 22-23 for the Network Alignment and Strengthening project is \$450,000 with an estimated allocation of up to \$90,000 for each Best Start Region (\$45,000 X 5 Regions = \$225,000) to accomplish the following:

- Identify key networks and stakeholders in the region not currently or meaningfully engaged in the Best Start network.
- Develop plan for engagement of networks and stakeholders
- Cultivate relationships with networks and stakeholders.
- Convene and support networks and stakeholders to understand, connect to and help to strengthen the Best Start Network approach.
- Continue to refine and develop network alignment and strengthening efforts.
- Strengthen the Best Start Regional Network and make progress toward the Region’s movement building strategy by aligning partners and efforts around community priorities elevated by the Best Start community.
- Utilizing the learnings from existing network such as SELA Collaborative, Antelope Valley Resource Infusion, and Long Beach Mayors Fund
- The Long Beach Mayor's Fund is a project under this program with an allocation of \$75,000 to continue to support the ongoing work.

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

Initiative	Investment Category
Building P-5 Movement	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Expand Regional Influence and Impact with Data			\$250,000		0.00%

Program Summary

This project will guide First 5 LA through data analysis, community reflection and discussion about the state of Best Start geographies and the focus of our collective policy and systems change efforts. This information, in addition to Advancement Project’s unique expertise and knowledge, will also be an important input for First 5 LA’s Strategic Plan implementation efforts through at least 2023. The information will help to clarify regional community priorities for staff and communities to support building regionally based prenatal to age 5 priorities. Implementation efforts include Strategic Plan implementation progress, the Impact Framework, operationalizing First 5 LA’s DEI values and Equity Investment Guidelines, regional learning dialogues, and Best Start Learning Agenda.

Spending Plan and Funding Methodology

- Advancement Project: \$200,000 covers current Strategic Partnership with the Advancement Project including co-designing all aspects of the work (e.g., data narrative language/format, community priority to data indicator identification, monthly workgroup agenda setting) with First 5 LA staff, providing data and analysis of indicators and the data infrastructure, collecting and analyzing data pertinent to updated Essential Best Start Data Narrative.
- Advancement Project Data translation costs: \$50,000 allocation to translate Essential Best Start Data Narrative to share with the Best Start Networks in Spanish, Khmer, and if needed other languages.

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

Initiative	Investment Category
Building P-5 Movement	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Learning Dialogues			\$25,000		0.00%

Program Summary

The Learning Dialogues seek to build regionally based prenatal to age 5 movements by clarifying regional community priorities by staff, in partnership with the RNGs, convening and organizing stakeholders within the Best Start Network for a collective understanding and action around: 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.

Examples include:

- Region 4 Communities Team holding quarterly Learning Dialogues in partnership with The California Endowment, bringing together 12 philanthropic partners who are investing in the Port Cities region. To date, the group has shared learnings about how each institution has pivoted their policies, practices and investments to respond to the COVID-19 pandemic and reckonings around systemic racism. Additionally, the Funders group has discussed the use of data to inform problem statements, goals and investment strategies and been in dialogue about the shared purpose and vision for the space.
- Region 3 Team is working in collaboration with El Nido and Vision y Compromiso to develop a 2-part Learning Dialogue slated for May and June 2022. The Learning Dialogue will focus on movement building that is occurring through the Promotor Model. This will be an opportunity to highlight the critical role that promotors play in building a more equitable, inclusive community while inviting new partners, funders and other stakeholders to the table to further explore how to scale the model and pathways for sustainability.

Spending Plan and Funding Methodology

- 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 = \$25,000. (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%)

The reduction of \$55,000 for the Learning Dialogues reflects the costs as we better understand what is needed to implement the dialogues across the regions.

ECE Team

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
County ECE Infrastructure Support	\$45,000		\$180,000		300.00%

Program Summary

This program supports building and aligning County infrastructure to better and more equitably deliver early care and education services for families and providers. Projects under this program include implementation of the cost models from the Comprehensive Fiscal Analysis of the Early Care and Education System, alignment of data collection and reporting efforts for assessing early learning supply and demand, and coordination of early care and education workforce development resources and strategies. Partners in these projects include the Office for the Advancement of Early Care and Education, the Los Angeles County Office of Education Early Learning Division, and the Child Care Alliance of Los Angeles and the Resource and Referral Agencies.

Spending Plan and Funding Methodology

The funds will be expended in the following categories:

Comprehensive Fiscal Analysis Model Implementation: \$30,000. These funds will be used to hire the consultants that built the model to facilitate the transfer of the model to the Office for the Advancement of Early Care and Education, train staff on how to maintain model integrity, and guide the construction of a public-facing portal for accessing model data. This amount is based on an estimated project time of 150 hours at \$200/hour. This rate is based on previous work with the team that built the models. This funding level assumes that partners will contribute the technical infrastructure to host and build the public facing portal for accessing data from the model.

County Early Care and Education Needs Assessment Data Alignment: \$100,000. These funds will hire a consultant team to assess the current state of early care and education data collection and reporting in Los Angeles County, develop recommendations for aligning efforts and creating data sharing agreements, and develop a roadmap for implementation of the recommendations. This amount is based on an estimated project time of 600 hours at \$150/hour with \$10,000 for other direct costs such as meeting materials and software licenses. The rate is based on similar data projects in the organization and assumes the project will launch in early FY22-23.

Early Care and Education Workforce Development Coordination: \$15,000. These funds will support use of a consultant to implement system coordination recommendations from the Office for the Advancement of Early Care and Education. This consultant will plan and facilitate quarterly meetings. This amount is based on an estimated 100 hours or 25 hours per meetings and a rate of \$150/hour. This project may be impacted if the pandemic continues since it impacts the ability of the Office for the Advancement of Early Care and Education to launch new projects.

County Liaison Consultant: \$35,000. These funds will provide a consultant to support in coordination of the above projects by providing strategic guidance, preparing meeting agendas, facilitating workgroups, and drafting reports. This amount is based on 20 hours a month at a rate of \$135/hour with additional funds for direct costs such as meeting materials and software subscriptions. The rate is reflective of the cost in prior years and the estimated time assumes a reduced need for services as the County Office for the Advancement of Early Education increases the capacity of its staff.

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

Cost of actual County Liaison Consultant has reduced, but additional projects have been included in a larger County Infrastructure Support Project.

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
COVID Response Team			\$100,000		0.00%

Program Summary

The LA County Early Childhood Education COVID-19 Response Team was established in April 2020 to coordinate early learning systems partners' response to the pandemic. The group is co-convened by First 5 LA, the LA County Office of Education, and the Office for the Advancement of Early Care and Education and includes representation from Los Angeles Unified School District, the Los Angeles Mayor's Office, the Resource & Referral agencies, and others. The goals of the Response Team are to 1) support essential workers' access to child care; 2) ensure providers have the resources and information to operate safely; and 3) preserve early care and education infrastructure in the County.

Spending Plan and Funding Methodology

The funds will be spent in the following categories:

Interpretation and Meetings: \$10,000. This amount is based on 10 meetings at a cost of \$1,000 each. The \$1,000 is based on \$600 for 2 interpreters at \$100 per hour (3 hour minimum), \$200 for document translation for 2 documents at \$100 per document, and \$200 for miscellaneous costs and overages such as rush fees for translation or marketing materials, additional technology needs, or graphic design of marketing materials. This category assumes the Response Team will continue to provide webinars on an almost monthly basis and will only provide interpretation in Spanish.

Communications: \$20,000. This amount is based on utilization of a consultant to design and support a communications campaign for 1 month. This category assumes that a campaign will be needed to support providers in FY22-23 and that costs will mirror past Response Team projects with similar scope.

Emerging Projects: \$70,000. This category includes \$45,000 for supply storage and distribution (\$10,000 for rental of 5,000 square feet for 2 months, \$18,000 for storage of 200 pallets at \$45/month/pallet, \$10,000 for labor, \$5,000 for truck rental and transportation, and \$2,000 for coordination) and \$25,000 for other projects. This amount based on spending from FY21-22 with anticipated reductions in spending on supply storage and distribution, but increased spending on other projects such as supplemental activities to support providers' application for state and local relief/rebuilding funds and implementation of recommendations that come out of an evaluation of the Response Team that will be concluded in June 2022.

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

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Kindergarten Readiness Assessment	\$3,275,000	\$3,060,000	-6.56%

Program Summary

The original objectives of KRA projects were to explore 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 FY22-23 Kindergarten Readiness Assessment budget includes funding for analysis and sharing of data collected in FY21-22 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 funding includes data analysis and technical assistance from UCLA. A portion of the technical assistance funds UCLA will receive may be used to support previous KRA partners in final data analysis or utilization activities. UCLA technical assistance funds may also be used to support community- partners in sharing and using collected data.

In FY21-22 there was a focus on engaging internal and external partners around strategy refinement and evaluation. Informed by our experience to date with the original sites and informed by First 5 LA's fiscal reality and refined strategic priorities, we cannot continue funding this work at the level required for the project to reach its intended outcomes. As a result, we are providing resources to complete the data collection and analysis in the sites previously chosen, but not beyond the original commitment. The focus of the next two years of funding will be supporting district partners in collecting and analyzing final rounds of data, utilizing data collected in previous years, and working with partners to identify opportunities for sustainability. We anticipate a budget of \$500,000 in FY23-24 to complete this commitment in one remaining school district.

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. This year's budget reflects that we are no longer funding districts/partners outside of our Best Start geographies.

For partners collecting Early Development Instrument data funding is based on the following 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 implementation.

For non-collecting partners, funding is based on the following 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 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 by 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 to participate as well as assuming similar engagement, training, and personnel costs as previous collection years.

Funding for technical assistance for UCLA is generated using previous year's data to develop per activity costs. This year, we will fund some activities to support partners who are not contracted with First 5 LA but are needed to share data. For example: we will fund UCLA's final data analysis of data collected in FY22 in Santa Monica and Pomona to support them using the data they collected in their final year of funding. We are also planning to fund coaching sessions from UCLA with community-based partners to share data collected in FY22 and broaden the nature of partners participating in regions.

Initiative

Investment Category

County Systems Building

2020-2028 Strategic Plan

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

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Provider Advisory Group	\$175,000		\$165,000		-5.71%

Program Summary

The Provider Advisory Group will establish a body of approximately 10 home-based childcare providers who will serve as regular thought partners for the ECE Team in making sense of the upcoming Landscape Analysis data and in general programmatic strategy development for the home-based child care initiative. This project also involves the use of a consultant that will primarily serve to design, support, and facilitate the regular convening of this provider group, as well as provide guidance for the ECE team in effectively incorporating provider feedback into its strategies to support capacity-building in the home-based child care system.

Spending Plan and Funding Methodology

Spending plan includes funds for the Provider Advisory Group consultant, live and written translation services based on the needs of members, and monthly honorariums for each of our Provider Advisory Group members.

- \$53,750 – remainder of consultant contract from FY22
- \$11,000 – translation services (written translation for pre-work, live translation during meetings)
- \$90,000 – honorariums \$750/month for 10 members/12 months
- \$10,250 – unforeseen circumstances/opportunities

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

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Universal Preschool			\$200,000		0.00%

Program Summary

California’s Universal Prekindergarten program will begin a phased roll out in FY23. The next few years present a time-sensitive opportunity for First 5 LA to and partners to support planning and implementation of UPK and ensure the implementation of UPK in LA County is responsive to family needs. Funds will primarily be used to support the LA County Office of Education (LACOE) in providing technical assistance to school districts as they develop plans for implementation of universal preschool. As this strategy is still in early stages, funding may also be used to support county level planning and convening of key partners.

Spending Plan and Funding Methodology

This spending plan was developed considering the two needs that have been identified by county partners: communications support and county-wide alignment and planning activities. Budget for a potential communications campaign was developed using previous communications campaigns conducted in ECE projects. Additional budget is added for potential activities like: meeting facilitation support, producing maps and other countywide planning tools, and fees for consultants or experts to enhance technical assistance provided by the County. These potential budget amounts were also generated based on previous ECE strategies with similar activities.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Dual Language Learner	\$1,000,000		\$150,000		-85.00%

Program Summary

The Dual Language Learner program was funded by First 5 CA. This funding is distributed amongst our partners to support providers in meeting the needs of Dual Language Learners. Funding covered developing training modules, training Quality Start Los Angeles coaches, and opening professional development opportunities for ALL child care providers, hosting workshops for families, and launching a public awareness campaign.

Since the funding from First 5 CA will end in FY22, F5LA will support one-time funding for: the scaling up and extending the DLL Public Awareness campaign throughout FY23 and converting 10 Modules into a self-paced format and translating into 3 languages (English, Spanish & Mandarin). The rest of the DLL work has been absorbed and covered by the other funding streams in QSLA.

Spending Plan and Funding Methodology

Record self-paced DLL Modules plus translation into 3 languages: 10 x \$7,500 = \$75,000

Scale-up and extend the DLL Public Awareness campaign: \$75,000

*Personnel: \$15,000

*Digital Media Buy: \$15,000 (3 languages)

*Social media promotion: \$5,000 (3 languages)

*OOH campaign: transit, bus, billboards -\$30,000 (3 languages)

*Direct mail campaign target by zip code, income, languages spoken: \$10,000 (3 languages)

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

There is a -87% reduction in cost due to funding from F5CA ending this fiscal year on June 30, 2022. F5LA funding is supplemental to ensure the strategy and impact is sustained once all funding is expended.

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
ECE Workforce Registry	\$550,000		\$495,000		-10.00%

Program Summary

The Early Care and Education Workforce Registry (Registry) generates, maintains and disseminates 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 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

Funds will be spent to operate and oversee system development of the Registry in L.A. County. Registry staff will collect and update qualifications of existing staff in the Registry, as well as new early childhood workforce members who will be reached through Quality Start Los Angeles (QSLA).

FY22-23 will be the final year of First 5 LA's investment in the Registry, and reflects reduction due to reallocation of some staff's time and associated costs, as well as reduction in system development costs.

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

The FY22-23 budget reflects a decline as a result of various factors:

1. Decreased costs due to reallocation of personnel and associated costs
2. Decreased costs for the development and infrastructure of the Registry as it has now been solidified, including its alignment with QSLA efforts
3. Increased funding contributions from local partners (including QSLA) and the state to support local operations.

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Home Based Child Care Strategy	\$350,000		\$564,000		61.14%

Program Summary

In order to develop responsive programming to meet the needs of home-based child care (HBCC) providers not previously reached through LA County quality support efforts, First 5 LA has identified the following primary activities for FY 22-23. The first is a landscape analysis of Family, Friend, and Neighbor and Family Child Care Providers. The landscape will be led by Child Care Alliance of Los Angeles (CCALA). After the landscape has concluded, CCALA will lead sense making & input sessions to design systems change strategies and approaches to support HBCC 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. Mr. Dennis, CCALA, First 5 LA, Home-based providers and other key stakeholders will collaborate and develop strategies to strengthen and support home-based child care in LA County.

Spending Plan and Funding Methodology

The amount of \$105,300 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 and taking into account interpretation & translation cost to survey hard to reach populations.

An additional \$382, 890 is to develop strategies to support home based child care based off learnings from the landscape analysis. This will also include planning of any advocacy issues and how to address them, evaluation planning, and developing pilot strategies.

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.

Lastly, Duane Dennis, will be budgeted for \$75,000 for FY 2022-23 for his expertise & thought partnership in developing the Home-Based Child Care Strategy. This falls within the standard rate for experts in their field.

Rounded up to \$564,000 from \$563,200, per internal guidelines.

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

There is a 61% increase from the previous year due to activities resulting from what is learned from the landscape analysis. Funding was added to support CCALA to lead the work and Duane Dennis will continue to advise and support the development of the HBCC strategy.

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
IMPACT 2020	\$1,944,000	\$5,028,000	158.64%

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. This funding is administered by LACOE and funds QSLA’s coaching partners, Child360 and Child Care Alliance of Los Angeles. It is blended with funding from the California Department of Education and the California Department of Social Services to fund the broad array of QSLA services, including coaching, technical assistance, professional development, quality improvement stipends for providers, and more.

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.

In FY 2021-2022, Los Angeles County Office of Education expenditure of Improve and Maximize Programs so All Children Thrive 2020 funds was \$1.944M. The estimated expenditure in the final year (FY22-23) of IMPACT 2020 is \$5,027,777.

In FY 22-23, as before, the vast majority of these funds will be spent on Los Angeles County Office of Education staff to administer Quality Start Los Angeles (\$276K), contracted services to Child Care Alliance of Los Angeles and Child360 (\$4.68M) 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). This supports virtually all aspects of program delivery for IMPACT 2020, including compliance with all state-defined requirements of program administration.

Funding assumptions were developed based on: Remaining unspent IMPACT 2020 funds, three-year projections provided by LACOE, and planning done based on the QCC funding landscape.

Rounded up to \$5,028,000 from \$5,027,077, per internal practice.

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

Total contract cost for FY 22-23 is estimated at \$5,027,077. While this is a 159% increase of this specific line item, previously First 5 LA funded QSLA Site Expansion at \$2.1M in FYs 20-21 and 21-22. Thus, total expenditures toward implementing Quality Counts California is approximately a 20% increase in FY 22-23 relative to the FY 21-22 program year. While this increase is significant, the multi-year plan submitted to Quality Counts California projected IMPACT 2020 funding draw down would increase with each subsequent year of programming. As QSLA works to expand its work in home-based care setting, this funding increase is in alignment with current programmatic goals. In addition, the additional funding will also support continued work in support of the sunsetting First 5 CA Dual Language Learner initiative. The ability to weave the DLL work into QSLA will help us support quality early learning experiences, particularly in home-based care settings.

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
QSLA Database	\$516,000		\$600,000		16.27%

Program Summary

The Quality Start Los Angeles (QSLA) Data System supports First 5 LA's broad approach to quality by providing a central data system for housing all data related to our local quality ECE efforts. By combining resources, LACOE and First 5 LA are able to ensure long-term continuity and administrative efficiency of a data system used for helping participating Los Angeles County early learning programs raise their level of quality.

The QSLA data system 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.

Spending Plan and Funding Methodology

Funds will be spent on personnel to manage and oversee day-to-day operations of the data system, and Contracted Services. This was determined based on historical overall spending trends of the project, as well as the anticipation that First 5 LA will again approve LACOE's exception request to include all direct costs when calculating indirect (including sub-contractors, depreciation and equipment).

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	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). In addition to meetings of the QSLA Funders Circle and Leadership Council, VIVA provides support for the ECE Team’s survey panel work, using mobile-first technology to gather input from relevant communities to shape and enhance QSLA’s work.

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 \$100K of this total cost, so First 5 LA and LACOE are 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	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Help Me Grow	\$4,066,744	\$4,631,000	13.87%

Program Summary

First 5 LA will continue to 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) services. Key areas of work underway include a partnership with L.A. Care Health Plan to strengthen developmental screening and linkages to services within clinic settings as well as promote the importance of developmental screening and wellbeing among families and community. Additionally, 7 cross-sector collaboratives (aligned to the 7 geographic areas served by the Regional Centers), HMG LA Pathways, are in place focused on strengthening and expanding referral pathways via technology and infrastructure within a set geographic region. FY22-23 represents full implementation of the Centralized Access Point which is the central hub for both parents and providers to increase access to early intervention services. Communication, including content development and promotion of HMG LA will also be a key area of focus this upcoming year. Finally, 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 2020-2028 First 5 LA Strategic Plan implementation planning process as well as ongoing planning with the Los Angeles County Department of Public Health (LACDPH), co-lead with First 5 LA for HMG LA.

The categories include: 1) Help Me Grow LA (HMG LA) Implementation and 2) Trauma Informed Approaches

The FY 22-23 budget to support HMG LA related activities is based on current trend and anticipated implementation costs. 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 (\$4,474,895)

A. Centralized Access Point (LACDPH Lead) and Data Collection and Analysis (LACDPH and F5LA) Components \$1,812,895–LAC DPH will continue to serve as the HMG Organizing Entity for a fifth year beginning July 1, 2022. Board approval of a 5-year Strategic Partnership with LAC DPH, as organizing entity and lead in planning and carrying out the implementation of the HMG Centralized Access point component, occurred in May 2018, total amount \$10.1M (2018-19 through 2022-23). While this is a 5-year time-limited investment, First 5 LA staff anticipates further support of the Centralized Access Point is needed for a sixth year (FY23-24) to determine a sustainability strategy. Major costs include personnel, consultant support, space, program supplies and equipment. First 5 LACDPH’s FY 22-23 deliverables are informed by the HMG LA Implementation Plan which was completion in Spring 2019. Along with the Data Collection and Analysis component, First 5 LA will jointly support the HMG LA evaluation, integration analysis and testing between HMG and home visiting partners (funding housed in Family Supports budget), and interoperability between various online information and referral platforms. In addition, funding is needed to maintain support of Advisory Committee(s) (e.g., consulting support, food, space for 4 meetings/year).

B. Child Health Provider Outreach Component (First 5 LA lead) \$818,000- Costs include funding for Year 2 of a 4-year investment with L.A. Care Health Plan to support integration of developmental screening and linkage to services at up to 10 pediatric clinic sites and support activities that increase awareness and education on the importance of developmental screening and monitoring across health providers, families and the community. Costs also support Year 1 of a 3-year evaluation on the impacts of the L.A. Care HMG LA partnership. Additional project(s) include

Initiative	Investment Category
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Early Identification and Intervention

2020-2028 Strategic Plan

Dyadic Care TA. Dyadic Care, a new Medi-Cal benefit is a form of treatment focused on supporting a family's well-being via early screening and linkage to services including mental health supports. Dyadic Care serves parents or caregivers and children together. This TA will target clinic sites needing additional support to implement the Medi-Cal benefit (workflow, billing, etc).

C. Community and Family Engagement Component (First 5 LA lead) \$1,844,000—Costs include continued implementation of five HMG LA Pathways Collaboratives across LA County and technical assistance support; this funding is for year 3 of a 3-year investment (Board approved October 2020). In addition, First 5 LA anticipates establishing partnerships with 2 additional communities in FY22-23, totaling 7 Pathway Collaboratives, 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 LA Community and Family Engagement Council (CFEC) and funding engagement activities identified by the council as well as networking events with key stakeholders. Lastly, Communications includes consultant(s) support, content development and graphic support, translation and interpretation, copy editing and proofing, and printing for public-facing HMG LA materials.

2. TRAUMA INFORMED APPROACHES (\$156,000)

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 (\$10,000) included to support the dissemination of an adverse childhood experience practice paper as well as internal efforts and capacity building related to Mental Health Awareness.

Final budget was rounded up to the nearest thousand.

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

The minor increase in the budget to \$4,630,895 for FY22-23 from \$4,066,744 for FY21-22 is largely due to increased costs associated with the full implementation of key components of the HMG model, including the centralized access point, broader evaluation of HMG specifically the L.A. Care partnership, expansion of the Pathways investment from 5 to 7 communities, and communications.

Initiative	Investment Category
Early Identification and Intervention	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
First Connections	\$435,000		\$121,000		-72.18%

Program Summary

The First Connections program, delivered by six diverse grantees, increases 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 generate learnings and promising practices to inform the implementation of Help Me Grow LA (HMG LA).

Spending Plan and Funding Methodology

First Connections Care Coordination activities (\$121,000); costs are based on historical data and anticipated need for discrete activities for 3 months (7/1/21-09/30/22). First 5 LA anticipates sunseting funding for First Connections when the contracts end September 30, 2022.

Board approval in October 2020 supported a funding extension to continue First Connections’ care coordination activities for an additional two years through September 2022. Therefore, FY22-23 year includes funding for the remaining 3 months of the extension which 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, is primarily to fund discrete care coordination activities, including personnel costs. This extension has provided additional time for First 5 LA staff to glean key lessons learned relevant for the build out of HMG LA. In addition, the extension also offered time to explore sustainability opportunities. For example, First Connection Federally Qualified Health Clinics were able to explore and test claiming protocols and practices to receive reimbursement from Health Plans, including but not limited to Prop 56 funding, a Medi-Cal reimbursement for developmental screenings. Recently, First 5 LA staff convened/ connected eligible First Connections’ grantees with private philanthropic funding opportunities with final decisions regarding these resources to be decided Spring/Summer 2022.

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

FY22-23 Budget supports 3 months of funding for First Connections as all 6 contracts will sunset September 2022.

Initiative	Investment Category
AAIMM Birth Outcomes and Disparities	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
AAIMM: African American Infant and Maternal Mortality	\$1,275,000		\$1,080,000		-15.29%

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 LACDPH Center for Health Equity’s 5-year action plan (2018-2023) 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 promotes Black leadership and is grounded in policy and systems change in support of AAIMM interventions through these strategies: 1) system innovation and quality; 2) community-health system connections; and 3) public and provider awareness.

Spending Plan and Funding Methodology

Budget is in alignment with county and/or statewide efforts to reduce birth disparities for African American women. FY 22-23 expenditures were calculated based on analysis of expended and projected total annual FY21-22 costs.

Communications (\$390,000; includes funds from First 5 LA \$215,000 and LACDPH \$175,000) to support AAIMM public awareness campaign. Direct costs include consultant(s), website, event sponsorship, public education ads/media buys, and collateral materials. Funds also support a consultant to facilitate strategic planning process for AAIMM Steering Committee and AAIMM Community Action Teams that will inform the county-wide Center for Health Equity Strategic Plan.

Pritzker Grant/Fellows (\$40,000) includes costs associated with Pritzker Grant implementation.

Philanthropic Partnerships/Pooled Funds (\$400,000) includes funds that directly support community-based projects (AAIMM Community Grantmaking) and backbone support for AAIMM Community Action Teams (CAT), regionally based collaborative partnerships that consult, inform, and engage the community on all AAIMM strategies locally.

Cherished Futures for Black Moms & Babies (\$250,000): includes funds for Year 2 (July- Dec 2022) and first 6 months of Year 3 (Jan-June 2023) of collaborative multi-sector hospital quality improvement initiative which aims to reduce mortality of Black infants and improve patient experience and safety for Black mothers and birthing people. Funds support the second cohort of hospitals participating in Cherished Futures (that began in January 2022) and ongoing engagement and light TA for the first cohort.

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

Center Support Team

Initiative	Investment Category
Cross-Cutting Funder Partnerships	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Bold Vision	\$150,000		\$75,000		-50.00%

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.

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

We are reducing the Bold Vision budget to \$75K consistent with our fiscal imperative. Since its inception we have funded Bold Vision at a total of \$501,282 alongside several other funders. Bold Vision continues to build a network of partners and combine strategies with other major county initiatives. While early childhood is a component of the Bold Vision recommendations, its scope has expanded significantly to include nearly all issue areas and populations. Our funding will support the early childhood pieces of Bold Vision but can be safely reduced in line with the scope expansion.

Initiative	Investment Category
Cross-Cutting Funder Partnerships	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Center for Strategic Partnerships	\$25,000		\$50,000		100.00%

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.

The Center has been an enormously valuable partner to First 5 LA for the last five years and their work and impact continues to expand. Their unique fiscal relationships with Southern California Grantmakers allows the Center to quickly marshal public and private resources to support County initiatives that are aligned with First 5 LA priorities.

Spending Plan and Funding Methodology

\$50,000 will be paid once per year in a lump sum to support core operations of the Center. Philanthropic contributions to the Center typically cover staffing and administrative support from Southern California Grantmakers to continue the unique fiscal relationship with LA County. Core operating support may also include Center evaluations, program administration, meeting facilitation and other expenses

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

We have supported the Center at \$25,000 per year for roughly five years and they have been a consistent partner connecting us to important County initiatives. They are requesting additional funding to expand their operations, potentially hire additional staff and shepherd more opportunities into partnerships. Given their outstanding track record and strategic position within the County, this funding increase is in the best interests of First 5 LA. The funding increase is consistent with other contributing members of the Center and we will continue to be part of their core team and Advisory Council.

Initiative	Investment Category
County Partnerships	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
County Partnership Fund	\$225,000		\$200,000		-11.11%

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 identifies two broad initiative categories (prevention and economic security) and aims to maintain flexibility and respond to the changing environments. 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

Prevention \$125K – This includes our implementation support of the Family First Prevention Services Act which presents expansion and sustainability opportunities for First 5 LA funded home visiting programs. We will also be joining a Countywide Prevention Task Force to consider a new Office of Prevention Services and will continue to support opportunities to engage Best Start residents in child welfare planning like Thriving Families, Safer Children and the Antelope Valley Resource Infusion

Economic Security \$75K – Building on our FY21-22 investment in the communications and infrastructure for the LA County Guaranteed Income Pilot, this funding will support opportunities to build family economic security. The County continues to build out its economic security infrastructure through the new Poverty Alleviation Initiative within the CEO and a new economic development department from the former Workforce, Development, Aging and Community Service Department.

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

Initiative	Investment Category
Sustainability	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Infrastructure Support for Sustainability and Health Planning	\$180,000		\$220,000		22.22%

Program Summary

This funding is intended to support First 5 LA’s efforts to create sustainable financing mechanisms for its investment and priority areas, including home visiting programs. This budget line includes funding to continue engaging expert consultation in the healthcare field to inform our strategies and efforts as well as funding to develop an infrastructure to support sustainable financing mechanisms.

Spending Plan and Funding Methodology

1. Continuing our agreement with The Messina Group for the consultation support of Jennifer Kent, an expert healthcare and Medicaid consultant, at the current level of \$35,000.
2. Continuing our agreement with Health Management Associates at the current level of \$120,000.
3. Activities related to building the infrastructure for sustainability of home visiting in the amount of \$65,000. This may include, for example, funding to secure an outside vendor to file claims for home visits in order to secure reimbursement from health insurance plans. It may also include the exploration of a centralized billing system for home visiting, and/ or other funding mechanisms for home visiting.

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

There is a proposed increase of 22% for this budget line in FY22-23. In FY21-22, several new opportunities for infrastructure support and sustainability have emerged that may require additional funding to explore and/or implement. For example, First 5 LA is at the very beginning stages of exploring a centralized/coordinated billing system for home visiting funding streams with the County, which may require funding support.

Initiative	Investment Category
Sustainability	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Medi-Cal Administrative Activities Implementation Support	\$65,000		\$5,000		-92.30%

Program Summary

This funding is to pay administrative fees to the DPH Auditor Controller for activities related to the Maternal and Child Health Access Welcome Baby program billing for County-based Medi-Cal Administrative Activities (CMAA).

Spending Plan and Funding Methodology

This estimate was provided by the LA County Department of Public Health based on the amount of administrative activities they anticipate will be needed by the Auditor Controller.

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

There is a change of -92% in the projected budget for this program in FY22-23. Previously, this funding was also utilized to engage a consultant, Optimas, Inc., and to pay administrative fees to the LGA located within the LA County Department of Public Health. In FY22-23, the latter two will end.

Initiative	Investment Category
Cross-Cutting Funder Partnerships	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Southern California Grantmakers	\$50,000		\$50,000		0.00%

Program Summary

This is the final year of a 3-year agreement to provide core operating support to Southern California Grantmakers at \$50,000 per year for a total of \$150,000. This contract was initially executed by the Strategic Partnerships department of First 5 LA and has since been transferred to the Center Support Team’s budget. Southern California Grantmakers is a crucial partner to First 5 LA and serves as the convening and coordinating body for Southern California philanthropy and foundations. They offer regular conferences and virtual events on topics relevant to First 5 LA , providing a critical space to build relationships with our private and public partners.

Spending Plan and Funding Methodology

The total amount of \$50,000 will be delivered in one advance payment to support SCG’s operating costs and internal capacity. SCG relies entirely on funding from its members and other philanthropic organizations have contributed similar amounts to support SCG. This \$50,000 is in addition to \$16,500 for membership dues calculated based on the size and budget of the contributing organization. First 5 LA also typically sponsors SCG’s two annual conferences.

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

OFFICES

Office of Government Affairs & Public Policy

Initiative	Investment Category
Integrated Policy and Advocacy Fund	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Early Childhood Policy and Advocacy Fund				\$1,500,000	0.00%

Program Summary

The next iteration of PAF, known as the Early Childhood Policy and Advocacy Fund (ECPAF) will bring the three PAF funds into alignment through a Whole Child/ Whole Family framework. Specifically, ECPAF intends to promote more aligned and holistic advocacy through a Whole Child and Whole Family lens and will feature differing strategies but shared outcomes across those strategies, especially around prioritizing children ages prenatal to 5-years old as a special population. It will also bring together diverse advocacy voices whose work occurs and operates at the intersection of systems; support achievement of First 5 LA strategic and sustainability priorities; and reflect commitment to diversity, equity and inclusion.

By providing grants to a diverse set of grantees across the advocacy spectrum, ECAPF will seek to achieve the following primary objectives: 1) Strengthen the capacity of organizations to both incorporate and advocate for a Whole Child Whole Family framework, as well as First 5 LA Policy Agenda and Strategic Plan priorities; 2) Catalyze policies that impact intersecting systems to the benefit of children and families, and also that advance greater integration of child- and family-serving systems; 3) Close disparities, and guide resources to communities that would most benefit; 4) Ensure participation of a diversity of organizations, including those that represent community priorities; 5) Advance advocacy across multiple domains of policymaking, including administrative, legislative and budget platforms.

Given achievement of primary objectives, ECPAF will work to activate policy and practice changes at the local, state and federal levels that prioritize children ages prenatal to 5-years old as a special population, build and strengthen the intersections of public systems that impact child health and development, promote effective family engagement with systems and create self-sustaining policy changes

Spending Plan and Funding Methodology

Costs for FY22-23 include \$1.5 million for regranting upon implementation of ECPAF. Solicitation is anticipated to launch in the fall, with only 6 months of grantmaking in FY22-23. The grant distribution method is yet to be determined and contingent on the design of ECPAF.

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

ECE PAF grantmaking ends June 2022 (\$2,500,000) including final evaluation to provide input for design of the new integrated PAF. The current BEPAF is finalizing second round of grants to end in June 2022 (\$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 and also end in June 2022. This new Integrated Early Childhood Policy and Advocacy Fund is budgeted to be a slightly reduced overall budget.

Initiative	Investment Category
Integrated Policy and Advocacy Fund	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Policy Advocacy Fund Technical Assistance Provider	\$400,000		\$596,000		49.00%

Program Summary

First 5 LA will support consultants and an 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. 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 intermediary will specifically be responsible for supporting co-design and implementation of the PAF; ensuring compliance with First 5 LA lobbying restrictions; administering and monitoring grants; coordinating with grantees and planning grantee convenings; and providing technical assistance, guidance and access to other necessary resources.

Spending Plan and Funding Methodology

Cost for intermediary support (\$596,000) 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 2022 (\$2,500,000) including final evaluation to provide input for design of the new integrated PAF. The current BEPAF is finalizing second round of grants to end in June 2022 (\$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 and also end in June 2022.

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

Intermediary contract awarded late 2022 for \$596,000 a slight increase from previous estimates based on contracting term.

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Conference Funding to Advance the Field of Early Childhood Development	\$75,000		\$50,000		-33.33%

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.

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

Recognizing that First 5 LA has continued to fund virtual conference in FY 21-22 due to the effects of the COVID-19 pandemic, this portion of the budget reflects a reduction in funding from FY 21-22 based on previous expenditures.

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Organization-wide Sponsorships to Build Partnerships and Public Will for First 5 LA’s Results Areas	\$200,000		\$200,000		0.00%

Program Summary

The Office of Government Affairs and Public Policy (OGAPP) is working to revise 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 22-23 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 22-23. This assumes an average contribution of \$10,000 per event. Recognizing that First 5 LA has continued to fund virtual sponsorship events in FY 21-22 due to the effects of the COVID-19 pandemic, this portion of the budget reflects a maintained 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.

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

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Organizational Memberships and Stakeholder Engagement Efforts	\$508,000		\$393,000		-22.63%

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 22-23, 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) Grantmaking and Organizational Memberships (\$125,000)

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.
- 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
- 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

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

\$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).
- Valley Industry & Commerce Association — The annual membership rate is \$1,760.00.

2) 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.

3) LA Partnership for Early Childhood Investment— LA PECEI (\$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.

4) 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 were 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 22-23 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.

5) 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

Initiative	Investment Category
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Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan
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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 FY 22-23, 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 22-23 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. FY 22-23 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.

6) 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%)

This portion of the budget reflects a reduction in funding from FY 21-22 based on previous expenditures and analysis over the last two years.

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Federal Policy and Sustainability Advocate	\$100,000		\$75,000		-25.00%

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 last agreement with First 5 LA’s advocate, The Raben Group ended in May 2021.

The federal advocate supports First 5 LA priority policy and sustainability issues aligned with First 5 LA's strategic plan, and provided support for the First 5 Network in advancing and coordinated a First 5 federal policy agenda. The advocate employed 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 COVID19, First 5 CA was in the process of competitively procuring a federal advocate to begin 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 did not move forward until January 2022. The budgeted amount will contribute to federal policy strategic advisors or policy development support as engagement transitions over 22-23.

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 t 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 has competitively procured a federal advocate to continue the work of federal advocacy on behalf of the First 5 Network..

In January 2022, First 5 CA started a \$450,000 contract with a federal advocate in FY 21=22 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.

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

Reduction of lobbying support for federal advocacy efforts coordinated by First 5 California.

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
State Policy and Sustainability Advocate	\$448,000		\$366,000		-18.30%

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 22-23 continues the contracted \$22,500 per month, which is the same rate utilized in FY 20-21 for the remainder of the procurement Staff recommends budgeting the same amount for travel - \$3,000 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 remainder of the procurement through November 2022. Funding for this item was included in the FY 21-22 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 was 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 December 2022 and projecting an annual budget of \$325,000.

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

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Strategic Plan Advocacy Strategies	\$1,282,250		\$973,000		-24.11%

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 22-23 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 increase of \$42,500 starting in FY 21-22 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 22-23, 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 22-23 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) 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.

(3) First 5 Association (\$630,000) 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 forecasted a 10% annual reduction in support as the Association continues to build capacity and leverage new funding sources. FY 21-22 funding was \$700,000 and FY 22-23 is budgeted for \$630,000, and FY 23-22 will be budgeted for \$576,000. 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.

Association-led policy work is expected to continue to increase in FY 22-23 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; and 4) the integration and development of an early childhood development policy agenda inclusive of family strengthening, early intervention, and early learning priorities.

Budget rounded from \$972,500 to \$973,000, per internal guidelines.

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

FY 21-22 included \$65,000 for ECE PAF expansion administration which ended before the new ECD PAF intermediary contractor procurement. Additionally, funds for First 5 Association decreased from \$700,000 in FY 21-22 to \$630,000 for FY 22-23.

Office of Communications

Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Strategic Communications	\$2,500,000		\$1,897,000		-24.12%

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 amplify our advocacy efforts and build public will to catalyze policy and systems change to achieve equitable futures for all L.A. County children and their families.

Strategic communications is used to strengthen First 5 LA’s advocacy efforts across diverse audiences to inform and influence decisions that drive action to prioritize young children. We work in partnership across Center Teams and Offices to plan and design strategies that achieve targeted goals. We recognize budget as a statement of priorities: 1) embedding diversity, equity and inclusion throughout the work outlined in this FY22-23 budget; 2) the context of the COVID-19 pandemic and its impact on First 5 LA’s operations and program investments; and 3) our hybrid transition to on-site work. This budget will support continued development and implementation of strategic communications, marketing and internal communications efforts that build First 5 LA’s reputation internally and externally as an advocate, systems change agent and trusted source.

This Strategic Communications budget category includes line items for four contracts, including two agency partners to support several strategies including strategy development, public relations, message development, earned media/storytelling, as well as social media and digital marketing. This line item also includes two procurements for additional editorial writing and editing support and agency-wide translation and interpretation services. These contracted resources complement and work in alignment with the efforts outlined under the Strategic Marketing budget category.

Spending Plan and Funding Methodology

1) Rescue Agency, LLC (Rescue) is the Integrated Communications and Marketing agency, contracted to lead the development of data-driven, research-based creative concepts to maximize reach and engagement of target audiences and build upon current and future public education and will building campaigns and initiatives.

FY22-23 begins year three of a four-year agreement with Rescue Agency to continue supporting earned media relations (local, regional, statewide and national press) and public relations through subcontracted agency, Allison+Partners, as well as 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 foundational materials to help guide and educate target audiences on the importance of early childhood development/the first five years of life.

The blended retainer and task order contract with Rescue Agency is not to exceed \$900,000 in FY22-23. This is a reduction from \$1.2 million in FY21-22 due to anticipated changes to the scope of work.

2) BARÚ Advertising, Inc. (BARÚ) is the Social Media and Digital Marketing agency contracted to lead the development of strategic, data-driven creative concepts to maximize reach and engagement of target audiences utilizing First 5 LA’s social media channels (Facebook, Twitter, Instagram, LinkedIn), digital platforms and distribution channels (websites, e-newsletters).

FY22-23, begins year three of a four-year agreement with BARÚ to continue leading the development of digital-based concepts and placement, including creative asset production (graphics, animation used across social media platforms and websites) and paid media strategy (see Strategic Marketing budget for further details on advertising budget). BARÚ also identifies current events and trending topics that align with First 5 LA’s mission and content/storytelling strategy. The team is responsible for monitoring online community management and development of monthly content calendars in alignment with OOC’s integrated communications priorities. In addition, BARÚ delivers monthly analytics and measurement reporting on the impact of executed strategies and tactics. In consultation with First 5 LA’s IT team, 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

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:
Focusing for the Future

dissemination and repository hub for all employees.

This blended retainer and task order contract with BARÚ is not to exceed \$862,000 in FY22-23. This line item remains the same amount from FY21-22 budget.

3) Content Writing and Editing (Procurement)

In FY22-23, OOC anticipates a continued focus on creating impact through storytelling. The expertise, skill and nimbleness of this contractor will be necessary support as OOC anticipates a higher need for content creation, working in partnership with Center for Child & Family Impact and Office teams. Key components are content creation and storytelling (i.e., webpage content, blogs, articles, etc.) for our website, newsletters, as well as development of report executive summaries and briefs. Additionally, event coverage, partner, and community interviews, reporting and copyediting.

This contract with the awarded vendor is not to exceed \$65,000 in FY22-23. Based on historic expenditures with two separate contracts, OOC plans to improve efficiencies through procurement of a single contract for writer/editor services for \$65,000 a year. This budget is reduced by \$84,000 from FY21-22.

4) Translation and Interpretation Services (Procurement)

In FY22-23, OOC is planning to issue an agency-wide solicitation to identify a vendor to provide multi-language translation, interpretation, and American Sign Language (ASL) services for First 5 LA. In FY21-22, OOC conducted a business need assessment, engaging CCFI teams and Offices to determine how current vendors are being utilized and to obtain line of sight into emerging work planned for the year ahead. From the assessment, OOC learned that multiple teams have a need for these services and that Communities was the only team holding separate contracts with various vendors to support their investments. Based on these findings, the recommendation was made to procure these services under one contract for First 5 LA. This contract is intended to serve the needs of Teams and Offices across the agency. The total budget for the first year of the contract will be \$605,000 with each team contributing a portion based on their forecasted needs. The purpose of this line item in the amount of \$70,000 for OOC will be for the translation of First 5 LA produced content, including but not limited to potential use of interpretation and ASL services for First 5 LA commission meetings, and translation of website copy, printed materials, signage, etc., in the effort to reach a diversity of audiences in L.A. County.

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

Reduction in strategic communications includes integrating writer/editor contracts to achieve significant cost savings for one of OOC's primary communications consultants, Rescue Agency.

Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Strategic Communications Partnerships	\$289,000		\$250,000		-13.49%

Program Summary

The Office of Communications (OOC) values the goal of building the capacity of newsrooms to cover health, early learning and child development topics affecting young children under the age of 5 and their families in L.A. County and statewide. To advance the priorities of First 5 LA’s 2020-28 Strategic Plan, OOC has identified expanded newsroom capacity as essential to help build public awareness and public will and create urgency to drive systems and policy change to better address the needs of L.A. County families. The context of the ongoing COVID-19 pandemic adds an increased urgency to the credible coverage of these issues.

In FY21-22, multi-year contract agreements to fund The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics and The Pacific Oaks College Early Childhood Journalism Fellowship ended and will not be renewed. Annually, the budget to directly fund these two investments was close to \$300,000. Key learnings from these previous investments was the management of multiple grantees inhibits OOC from fulfilling its core competencies, and we recognized that by leaning into our investment guideline of partnership, First 5 LA investments when matched and/or complemented by other funders creates greater impact.

In FY22-23, OOC remains committed to supporting the capacity of news outlets to cover early childhood issues to help elevate and explain their importance and urgency. To do this, OOC plans to develop a single strategic partnership with the Los Angeles Partnership for Early Childhood Investment (LAPECI) to pool First 5 LA funds with other early childhood systems change grantmakers and manage a portfolio of grants that seeks to accomplish the same goal.

The Board previously approved funding for a contribution to LAPECI in FY21-22. OOC proposes carrying-forward this budget authority and will seek Board approval to execute this agreement in FY22-23.

Spending Plan and Funding Methodology

- 1) \$250,000 Strategic Partnership with the Los Angeles Partnership for Early Childhood Investment (LAPECI)

This funding 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 grants to participating in a pooled fund with other potential funders. LAPECI is a public-private collaboration of the country’s largest private foundations, family foundations, the Los Angeles Area Chamber of Commerce, and key government agencies, including the Atlas Family Foundation, the Tikun Olam Foundation and The Carl & Roberta Deutsch Foundation with the mission to invest in and promote innovations that advance the lifelong health and well-being of L.A. County children, ages 0-5.

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

Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Strategic Marketing	\$1,125,000		\$1,450,000		28.88%

Program Summary

First 5 LA’s 2020-28 Strategic Plan includes a commitment to using communications strategies to amplify our advocacy efforts and build public will to catalyze policy and systems change efforts which result in more equitable futures for children in L.A. County.

Strategic Marketing is used to influence perception, build trust and awareness with diverse audiences, amplify First 5 LA’s advocacy efforts and strengthen the knowledge and reputation of the organization as a funder and systems change leader. Informed by Strategic Communications as the driver, Strategic Marketing develops and executes creative solutions that drive measurable outcomes.

The Strategic Marketing budget category includes line items for two contracts, and dedicated funds for paid advertising to be used to advance First 5 LA’s systems change goals and to support the development of content and production of materials and assets to reach and engage target audiences externally and internally. As we are still working within the context of the COVID-19 pandemic and its impact on First 5 LA’s operations, this budget reflects anticipated needs of our hybrid transition phase to working in-person during FY22-23. Additionally, this budget reflects the opportunities to strengthen First 5 LA’s brand and amplify systems change priorities.

- 1) Bumpercar, Inc. is the Multimedia Creative Services agency contracted to provide a full range of 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.
 - FY22-23 begins year three of a five-year agreement with Bumpercar to continue project-based work including but not limited to, graphic design for print, digital, social media and presentations, photography, photo cataloging, video 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. Bumpercar will potentially 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 task order contract with Bumpercar, Inc. is not to exceed \$350,000 in FY22-23. This line item remains the same amount from FY21-22 budget.

- 2) Advantage ColorGraphics is the contracted vendor to provide printed materials for First 5 LA, including but not limited to:
 - Posters and other print materials used at external events and meetings
 - Building and in-office signage and other printed materials to support internal communications needs
 - Stationary, business cards, and other printed business needs
 - Press kits, premium items (branded pens, shirts, mugs, notepads, etc.)

The task order contract with Advantage ColorGraphics is not to exceed \$200,000 in FY22-23. This is a reduction from \$345,000 in FY21-22 primarily due to ending the printing and distribution of the quarterly parenting guide.

- 3) Advertising: The Office of Communications will use paid media advertising to target and reach diverse audiences. The cost of the media planning and buying is currently under the Rescue Agency contract and scope of work. This budget line item includes the cost for the advertising placements (broadcast TV, radio, out-of-home, billboard, etc.) that are paid directly by First 5 LA and in compliance with procurement exceptions.

Los Angeles County is one of the largest, most desirable, and 2nd most expensive media markets in the nation because of its diverse population where brands can effectively reach a variety of ethnic groups.

Because the population of LA makes it a key market for local and national advertisers, we must compete for placement availability. Our goal is to achieve reach and frequency levels that make an impact; which means determining an adequate budget and utilizing the right mix of traditional and non-traditional media.

Initiative	Investment Category
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<p>Communications & Marketing</p> <ul style="list-style-type: none"> • Cost estimates are based on historical spending prior to FY20-21. Los Angeles county is a premium ad-buy market, and this budget would cover the cost of at least one targeted campaign with county-wide reach. For reference, one of our last countywide campaigns was in the context of the census. Ad buys related to this campaign, which resulted in more than 50 million impressions with hard-to-reach families with young children, cost approximately \$325,000. • For example, OOC is currently working with the Office of Government Affairs & Public Policy (OGAPP) and Rescue Agency to develop foundational materials on why early childhood matters, why our work and systems change matters. Building upon this work, a potential campaign may be developed and launched in early 2023 to align with public policy influence opportunities. In addition is the potential opportunity to develop an advertising campaign to support a larger initiative to reinforce First 5 LA’s position as a systems change leader in early childhood development. 	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
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The budget for advertising costs is not to exceed \$750,000 in FY22-23. This is a reduction from \$1.15 million in FY21-22 due to the shift away from the marketing strategy of directly targeting parents and caregivers, coupled with a hold on executing advertising campaigns due to the impact of COVID-19.

- 4) General Support Services: This budget line item, not to exceed \$150,000 in FY22-23, includes unplanned expenses not otherwise covered by existing contractors and scopes of work including but not limited to:
- Costs associated with First 5 LA hosted events, such as venue/location fee, audio/video rentals, fee for event coordinator, staffing, photographers, catering, décor/centerpiece, etc.
 - Requests from other Offices/Teams for printing and creative services that are beyond allocated contract amounts
 - Majority of unforeseen expenses that may be related to internal needs associated with the transition from mandatory remote to hybrid work in FY22-23.

These funds provide the ability to solicit bids to purchase goods and services directly, outside of existing contracts and in compliance with our procurement threshold amounts.

Spending Plan and Funding Methodology

The FY22-23 budget reflects the role of marketing strategies to influence perception, build trust and awareness with diverse audiences, amplify First 5 LA’s advocacy efforts and strengthen the knowledge and reputation of the organization as a funder and systems change leader. Informed by Strategic Communications as the driver, Strategic Marketing develops and executes creative solutions that achieve measurable outcomes.

The estimates used in this budget are based upon preliminary conversations with Center Teams and Offices to identify the strategies and tactics the Office of Communications could deploy to reach specific and organization-wide strategic goals and objectives. The Office of Communications will adjust the budget at mid-year of FY22-23 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) and comparable spending from past years' executions of marketing tactics were examined taking into consideration reductions made in FY20-21 and FY21-22 due to the COVID-19 pandemic, new work that will emerge as a result of a shift in strategy for the Office of Communications, and anticipated needs of our hybrid transition phase to working on-site during FY22-23. Additionally, this budget reflects the opportunities to strengthen First 5 LA’s brand and amplify the organization’s systems change priorities.

Allocations

- 1) \$350,000 Contract with multimedia creative services agency, Bumpercar, Inc.
- 2) \$200,000 Contract with Advantage ColorGraphics to provide printed materials and branded items
- 3) \$750,000 Cost for the advertising placements (broadcast TV, radio, out-of-home, billboard, etc.) that are paid directly by First 5 LA
- 4) \$150,000 General Support Services for unplanned expenses not otherwise covered by existing contractors and scopes of work

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

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:
Focusing for the Future

Strategic Marketing expenses include line items for two contracts to support printing and multimedia creative services, dedicated funds for paid advertising to be used to advance First 5 LA's systems change goals and to support the development of content and production of materials and assets to reach and engage target audiences externally and internally. As we are still working within the context of the COVID-19 pandemic and its impact on First 5 LA's operations, this budget reflects anticipated needs of our hybrid transition phase to working in-person during FY22-23. Additionally, this budget reflects the opportunities to strengthen First 5 LA's brand and amplify systems change priorities.

Office of Data for Action

Initiative	Investment Category
Data Development	Research & Evaluation

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Annual Reporting	\$74,000		\$87,000		17.56%

Program Summary

The purpose of the Annual Reporting project is to enable First 5 LA to: 1) provide transparency on First 5 LA investments 2) enable local use of data to understand what First 5 LA is investing in, how those investments are distributed across the Results for Children and Families and the Long-Term Systems Outcomes, and who our investments are reaching. Through the Annual Reporting project we will achieve the following overarching goals: 1) First 5 LA will maintain compliance with Prop 10 funding requirements, 2) First 5 LA staff and Board of Commissioners will understand what First 5 LA is investing in and who its investments are reaching, and 3) First 5 LA staff and Board of Commissioners will use Annual Reporting data for reflection on how First 5 LA investments are helping us advance towards our Results for Children and Families and Long-Term Systems Outcomes

This project will advance Strategic Priority 3 of the 2020-2028 Strategic Plan by: 1) expanding the availability of data about children, families, and providers reached through First 5 LA investments; 2) increasing power of data by leveraging the AR process beyond the state reporting requirements to generate local insights. AR work expands the availability of local data on how First 5 LA investments are distributed across the Results for Children and Families and the Long-Term Systems Outcomes and allows for geographic disaggregation of First 5 LA contracts. Data disaggregated by geography, race/ethnicity, and language along with qualitative examples of grantee’s work and benefits to families will facilitate access, use and sharing of local data for First 5 LA staff that goes beyond state reporting.

Through the work planned for FY 22-23 we aim to achieve the following: (a) First 5 LA staff and Board of Commissioners will have quality and comprehensive data for Prop 10 reporting and local reflection, (b) First 5 LA will submit accurate and comprehensive FY 21-22 AR data in compliance with First 5 California reporting requirements, (c) First 5 LA staff will have access to a data brief summarizing FY 21-22 investments and how they are distributed across the Results for Children and Families and the Long-Term Systems Outcomes, and (d) First 5 LA will be positioned to advance our data priorities because we will align the FY 22-23 Annual Reporting process with the Data Strategy.

Spending Plan and Funding Methodology

(1) HOW WILL THE FUNDS BE SPENT

The funds requested for the Annual Reporting project will be spent achieving the four goals outlined below. Following each goal statement are the objectives that will completed in the process of achieving the goal.

Goal 1: First 5 LA staff and Board of Commissioners will have quality and comprehensive data for Prop 10 reporting and local reflection. To achieve this goal we will: (a) complete preparation for reliable and valid FY 21-22 AR data collection, including AR refining data collection process, updating AR survey materials, and conducting trainings; and (b) collect data and provide technical assistance to ensure reliable and valid AR data from 100% of First 5 LA grantees

Goal 2: First 5 LA staff will submit accurate and comprehensive FY 21-22 AR data in compliance with First 5 California reporting requirements. To achieve this goal we will: (a) review and analyze quantitative and qualitative AR data in alignment with First 5 CA reporting requirements; (b) disseminate FY 21-22 First 5 LA Annual Report to First 5 LA Board of Commissioners; and (c) ensure timely submission of FY 21-22 First 5 LA Annual Report to First 5 CA; and (d) File FY 21-22 First 5 CA report with First 5 LA Board of Commissioners.

Goal 3: First 5 LA staff and Board of Commissioners have access to a data brief summarizing FY 21-22 investments and how they are distributed across the Results for Children and Families and the Long-Term Systems Outcomes. To achieve this goal we will: (a) determine the scope of LA County Data Brief; (b) review and analyze AR data to facilitate local use; (c) finalize LA County Data Brief product; and (d) disseminate the Data Brief findings to First 5 LA staff and Board of Commissioners

Initiative	Investment Category
Data Development	Research & Evaluation

Goal 4: First 5 LA will be positioned to advance our data priorities because we will align the FY 22-23 Annual Reporting process with the Data Strategy. To achieve this goal we will: (a) elevate data needs grounded in F5CA requirements to inform Data Strategy; (b) identify opportunities to address First 5 LA data priorities through the AR process; (c) summarize lessons learned and/or feedback from contractor, grantees, and staff about refined Annual Reporting process; and (d) prepare for FY 22-23 AR data collection process and survey based on Data Strategy and First 5 CA Guidance.

(2) HOW THE FUNDING LEVEL WAS DETERMINED

Cost estimates are based on 580 hours of work at \$150 per hour which totals approximately = \$87,000. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time needed to accomplish the FY 22-23 goals and objectives.

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

Initiative	Investment Category
Data Development	Research & Evaluation

Program Name	2021 - 2022	Revised Budget	2022 - 2023	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 22-23 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	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Children's Data Network (CDN)	\$850,000		\$793,000		-6.70%

Program Summary

The purpose of the Children's Data Network Data Partnership is to 1) improve the data infrastructure in family-serving systems to produce high-quality, actionable data and (2) leverage linked data to produce actionable research that advances practice change, policy change, and will-building. This work will ensure First 5 LA staff have access to and use high-quality, system-specific and linked administrative data for (1) informing planning and decision-making, (2) implementing practice changes within systems, (3) advocacy for policy changes, and (4) measuring progress on population and system-level outcomes. Additionally, this work will ensure family-serving systems will have access to and use high-quality system-specific and linked administrative data for (1) informing planning and decision-making, (2) implementing practice changes, (3) informing policy changes, and (4) assessing the effectiveness of practice and policy changes.

This project will advance Strategic Priority 3 of the 2020-2028 Strategic Plan by improving and expanding data infrastructure, both within and across systems, to expand availability and utility of quality and disaggregated data, and generate research that can drive policy change, practice change, and will building. By linking data across systems and tracking data longitudinally, the CDN Data Partnership expands the power of data to tell a comprehensive story about families, in terms of documenting both families' full spectrum of services and their longitudinal trajectories.

Through the work done in FY 22-23 we aim to achieve the following: (a) First 5 LA staff and partners have research products that support use of data for planning and/or execution of systems change efforts within systems First 5 LA works; (b) First 5 LA staff have access to linked data to support First 5 LA's data efforts; (c) First 5 LA staff and partners have access to quality administrative data that drives practice and policy changes through improved system-specific data infrastructure; (d) First 5 LA and its partners have access to linked data across systems to support system alignment and assess the effectiveness of practice and policy changes through improved data infrastructure across systems.

Spending Plan and Funding Methodology

(1) HOW THE FUNDS WILL BE SPENT

Goal 1: First 5 LA will have research products that support use of data for planning and/or execution of systems change efforts within systems First 5 LA works. To achieve this goal we will: (a) define scope of a minimum of four FY22-23 research products; (b) conduct analyses for a minimum of four research products; (c) produce a minimum of four research products; and (d) generate LA County-specific data on cross-system service utilization in 2021

Goal 2: First 5 LA will have research products that support use of data for planning and/or execution of systems change efforts within systems First 5 LA works. To achieve this goal we will: (a) conduct analyses for Impact Framework and other emergent data requests; and (b) transfer data and documentation for Impact Framework and emergent data requests.

Goal 3: First 5 LA and its partners will have access to quality administrative data that drives practice and policy changes through improved system-specific data infrastructure. To achieve this goal we will: (a) support refinement of home visiting data systems to collect quality data that enables identification of clients eligible for FFPSA funding and eligible services those clients have received; (b) support refinement of home visiting data systems to collect quality data that enables identification of clients eligible for FFPSA funding and eligible services those clients have received; and (c) Support refinement of home visiting data systems to collect quality data that enables identification of clients eligible for FFPSA funding and eligible services those clients have received.

Goal 4: First 5 LA and its partners will have access to linked data across systems to support system alignment and assess the effectiveness of practice and policy changes through improved data infrastructure across systems. To achieve this goal we will: (a) maintain and expand Children's Data Network's Data Sharing Agreements; (b) maintain and expand Children's Data Network's linked data; and (c) support development of the statewide Cradle to Career Data System.

Initiative	Investment Category
Data Partnership	Research & Evaluation

(2) HOW THE FUNDING LEVEL WAS DETERMINED

Cost estimates are based on 3,666 hours of work at \$150 per hour which totals approximately = \$550,000 as well as \$243,000 of anticipated direct costs. 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. Direct costs are based on historical spending. Additionally, this proposed expenditure represents an 7% reduction, an incremental decrease that reflects First 5 LA's fiscal realities and structures contracts to incentivize sustainability efforts.

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

The cost of the Children's Data Network Data Partnership is expected to decrease because (1) reductions in support of operational costs due to streamlining of data linkage processes and (2) removal of funding to provide expertise to Countywide Prevention Metrics

Initiative	Investment Category
Data Partnership	Research & Evaluation

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
County Data Partnership	\$115,000		\$147,000		27.82%

Program Summary

The primary purpose of the County Data Partnership is to support efforts to measure and track key indicators for systems, children, families, and communities in Los Angeles County. As a result of this partnership First 5 LA staff will have access to data from L.A. County agencies to help advance First 5 LA’s systems change work and support our measurement efforts. Through the work planned for FY 22-23 we aim to achieve the following: (a) a plan that outlines data First 5 LA will obtain data from L.A. County agencies to support our measurement efforts; (b) a plan for enhancing data integration within and across county agencies and streamlining access; and (c) release new and updated Countywide Prevention Metrics products.

Spending Plan and Funding Methodology

(1) HOW THE FUNDS WILL BE SPENT

The funds requested for the County Data Partnership will be spent achieving the three goals outlined below. Following each goal statement are the objectives that will completed in the process of achieving the goal

Goal 1: First 5 LA has a plan that outlines data we will obtain data from L.A. County agencies to support our data priorities. To achieve this goal we will: (a) identify data available from L.A. County agencies to support our measurement efforts.

Goal 2: First 5 LA has a plan that outlines the approach to enhancing data integration within and across county agencies and streamlining access. To achieve this goal we will: (a) develop plan to streamline data acquisition processes to facilitate access to data that supports First 5 LA’s measurement efforts; and (b) develop plan to enhance data integration and infrastructure to support First 5 LA's data efforts where feasible.

Goal 3: New and updated Countywide Prevention Metrics products are released. To achieve this goal we will: (a) develop and release Prevention Metrics products in quarterly installments; and (b) prioritize the release of Countywide Prevention Metrics output to support Impact Framework indicators and First 5 LA’s emergent data efforts

(2) HOW THE FUNDING LEVEL WAS DETERMINED

Cost estimates are based on 980 hours of work at a rate of \$150/hour which totals approximately \$147,000. 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%)

The cost for the County Data Partnership is expected to increase from FY 21-22 because the focus of this partnership is expanding to include support of efforts to integrate county data systems. Specifically we plan to support data system integration efforts that align with First 5 LA data priorities that emerge through the development of the Data Strategy.

Initiative	Investment Category
Data Partnership	Research & Evaluation

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
WIC Data Mining Research Partnership	\$324,000		\$314,000		-3.08%

Program Summary

The purpose of the WIC Data Mining Research Partnership is to leverage WIC’s extensive administrative and survey data to 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. This work will (1) help First 5 LA staff understand the perspectives of WIC families on their experiences with family-serving systems in L.A. County and (2) provide access to high-quality administrative data about WIC families. Understanding family perspectives and characteristics can inform planning and decision-making, (b) advocacy efforts, and (c) measuring progress on population and system-level outcomes.

This WIC Data Mining Partnership advances Strategic Priority 3 of the 2020-2028 Strategic Plan by expanding the availability of L.A. County-specific early childhood data, including disaggregated data that can identify and document disparities. It also generates data that represents family voice, which we can amplify through our system change efforts.

Through the work planned for FY 22-23 we aim to achieve the following: (a) First 5 LA staff and partners have research products that support using data for the planning and/or execution of systems change efforts; (b) First 5 LA staff have access to survey and WIC administrative data to support First 5 LA’s data efforts including the Impact Framework; (c) First 5 LA is positioned to obtain data from the 2023 WIC survey about families’ perspectives and experiences with family-serving systems in L.A. County aligned with and intended to inform our systems change work.

Spending Plan and Funding Methodology

(1) HOW THE FUNDS WILL BE SPENT

Goal 1: First 5 LA staff and partners have research products that support using data for the planning and/or execution of systems change efforts. To achieve this goal we will: (a) determine the scope of research products; (b) conduct analyses for each product; (c) produce research products; and (d) lead sensemaking and dissemination.

Goal 2: First 5 LA staff have access to survey and WIC administrative data to support First 5 LA’s data efforts including the Impact Framework. To achieve this goal we will: (a) conduct analyses for Impact Framework and other emergent data requests; (b) transfer data and documentation for Impact Framework and emergent data requests; and (c) lead sensemaking and dissemination with First 5 LA staff.

Goal 3: First 5 LA is positioned to obtain data from the 2023 WIC survey about families’ perspectives and experiences with family-serving systems in L.A. County aligned with and intended to inform our systems change work. To achieve this goal we will: (a) Define the scope of the 2023 survey; (b) develop survey questions in collaboration with First 5 LA teams; (c) finalize and vet the survey (pre piloting) and (d) develop survey sampling methodology"

(2) HOW THE FUNDING LEVEL WAS DETERMINED

Cost estimates are based on 2093 of work at rate of \$150/hour which totals approximately = \$314,000. 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. Additionally, this proposed expenditure represents a 3% reduction, an incremental decrease that reflects First 5 LA’s fiscal realities and structures contracts to incentivize sustainability efforts.

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

Initiative	Investment Category
Learning and Integration	Research & Evaluation

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
First 5 LA Data Strategy	\$250,000		\$200,000		-20.00%

Program Summary

The purpose of the Data Strategy is to ensure First 5 LA has the data needed to (a) inform and drive systems change, (b) measure the impact of our system change efforts and (c) optimize our operational effectiveness to further advance our system change work. Through the First 5 LA Data Strategy project First 5 LA staff, commissioners and key partners will (a) have shared commitment to data priorities, (b) have increased access to data to drive systems change, measure impact, and optimize our operational effectiveness and (c) be positioned to use data to inform resource allocation, strategy, planning and decision-making.

The Data Strategy will advance Strategic Priority 3 of the 2020-2028 Strategic Plan by enhancing the availability and use of data. Through the implementation of the Data Strategy, data and insights will be generated that deepen our understanding of prevention-oriented family serving systems and the concomitant disparities in the conditions and outcomes that exist among L.A. County’s youngest children and families. Through our system change efforts, the data and insights will be used by First 5 LA and our partners to inform the policy and practice changes we advocate for as well as will-building efforts. In addition to quantitative data from and about systems and our target population, there will be an emphasis on generating qualitative data and stories that reflect parent and community voice. The combination of quantitative and qualitative data and stories will be critical for driving our advocacy and will-building efforts.

Through the work done in FY 22-23 we aim to achieve the following: (a) First 5 LA’s has clear data priorities for advancing our systems change efforts and measuring impact and has identified related organizational needs, (b) First 5 LA Leadership and Staff have shared commitment to and ownership of those data priorities, (c) Key First 5 LA system, data and advocacy partners have buy-in and are supportive of our data priorities and (d) First 5 LA has an implementation plan that identifies the efforts we will engage in to address data priorities.

Spending Plan and Funding Methodology

(1) How funds will be spent

The funds requested for the Data Strategy Project will be spent achieving the four goals outlined below. Following each goal statement are the objectives that will completed in the process of achieving the goal.

(a) First 5 LA’s has clear data priorities for advancing our systems change efforts and measuring impact and has identified related organizational needs. To achieve this goal we will: (a) finalize the decision-making tool we will use to prioritize data needs, (b) identify data priorities and the data efforts will we undertake to advance them, (c) Identify and prioritize organizational capacity and infrastructure needs related to emerging data priorities, and (d) prepare the final Data Strategy.

GOAL 2: First 5 LA Leadership and Staff have shared commitment to and ownership of those data priorities. To achieve this goal we will: (a) finalize the Phase II stakeholder engagement plan, (b) implement the internal components of the plan, and (c) on an ongoing basis refine the plan as needed based on feedback, changing context and the emerging priorities.

GOAL 3: Key First 5 LA system, data and advocacy partners have buy-in and are supportive of our data priorities. To achieve this goal we will: (a) finalize the Phase II stakeholder engagement plan, (b) implement the external components of the plan, and (c) on an ongoing basis refine the plan as needed based on feedback, changing context and the emerging priorities.

GOAL 4: First 5 LA has an implementation plan that identifies the efforts we will engage in to address data priorities. to achieve this goal we will: (a) prepare a draft implementation plan, (b) prepare the final implementation plan and (c) prepare for implementation.

(2) HOW THE FUNDING LEVEL WAS DETERMINED

Initiative	Investment Category
Learning and Integration	Research & Evaluation

DATA STRATEGY CONTRACTOR: Cost estimates are based on 1,100 of work at \$150 hour rate which totals approximately = \$165,000. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the workplan especially the expected time needed to accomplish the FY 22-23 goals and objectives.

HONORARIUMS: \$35,000 is included to compensate stakeholders for participating in data strategy development. This amount assumes thirty-five stakeholders will be compensated up to \$1,000 for approximately six hours and half hours at a rate of \$150 per hour for activities including reviewing background materials and participating in strategy sessions. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time needed to obtain stakeholder input.

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

The cost for the Data Strategy work in FY 22-23 is expected to decrease from the approved FY 21-22 budget amount because we will prioritize data needed to measure impact and inform our systems change work and de-prioritize data needed to optimize organizational effectiveness in FY 22-23. Prioritizing two rather than three types of data needs requires fewer resources. It's also important to note that while our relative focus on data needed to optimize organizational effectiveness will be limited in FY 22-23 we will have an increased focus on this are in the following fiscal year in terms of developing the data strategy.

Initiative	Investment Category
Learning and Integration	Research & Evaluation

Program Name	2021 - 2022	Revised Budget	2022 - 2023	Budget	% Variance
Impact Framework	\$41,400		\$256,000		518.35%

Program Summary

The purpose of the Impact Framework is to provide data that (1) tracks progress on the population and system outcomes outlined in the Strategic Plan, (2) can guide course-correction, and (3) can help tell First 5 LA’s story. This work will ensure (1) First 5 LA staff, Board of Commissioners, and partners will understand progress made on the population and system outcomes outlined in the 2020-2028 Strategic Plan, (2) First 5 LA leadership and Board of Commissioners will use Impact Framework indicator data to hold First 5 LA accountable for progress made on the population and system outcomes outlined in the 2020-2028 Strategic Plan, (3) First 5 LA staff, Board of Commissioners, and partners will use Impact Framework data to guide course-corrections, (4) First 5 LA staff and Board of Commissioners will understand the performance of key internal functions within First 5 LA and will use key performance indicator data to guide continuous quality improvement, (5) First 5 LA staff will incorporate Impact Framework indicator data to tell First 5 LA’s story.

This project will advance Strategic Priority 3 of the 2020-2028 Strategic Plan by making accessible data that speaks to progress made on population and system outcomes that are being driven in part by First 5 LA. The Impact Framework expands the power of data by holding First 5 LA accountable for progress on its population and system outcomes. Finally, by disaggregating the indicator data, the Impact Framework calls attention to disparities in child and family experiences and conditions in L.A. County.

Through the work planned for FY 22-23 we aim to achieve the following: First 5 LA staff, Board, and partners have (a) revised Result and Long-Term System Outcome indicators grounded in outcomes for which F5LA is accountable in order to be able to measure progress made on population and system outcomes outlined in the 2020-2028 Strategic Plan; (b) a measurement plan for Result and Long Term System Outcome indicators; (c) a published second iteration of the Impact Framework Indicator Report; (d) identified priority internal functions to be tracked through Key Performance Indicators; and (e) achieved shared commitment to and ownership of Impact Framework use from First 5 LA leadership and other teams.

Spending Plan and Funding Methodology

(1) HOW THE FUNDS WILL BE SPENT

The funds requested for the Impact Framework will be spent achieving the five goals outlined below. Following each goal statement are the objectives that will completed in the process of achieving the goal.

Goal 1: Revised Result and Long-Term System Outcome indicators grounded in outcomes for which F5LA is accountable in order to be able to measure progress made on population and system outcomes outlined in the 2020-2028 Strategic Plan. In order to achieve this goal we will (a) propose new and refined Result and LTSO indicators; and (b) Receive endorsement of Result and LTSO indicators

Goal 2: Develop measurement plan for Result and Long-Term System Outcome indicators. To achieve this goal we will (a) identify data sources and metrics, (b) develop a revised analysis plan; and (c) acquire and store data

Goal 3: Publish second iteration of the Impact Framework Indicator Report. To achieve this goal we will (a) complete data analysis; (b) develop report content; and (c) disseminate report

Goal 4: Identify priority internal functions to be tracked through Key Performance Indicators. To achieve this goal we will (a) Develop project plan and approach; (b) Develop recommendations for priority internal functions; (c) Reach agreement on priority internal functions

Goal 5: Achieve shared commitment to and ownership of Impact Framework use from First 5 LA leadership and other teams. To achieve this goal we will (a) Build leadership buy-in; (b) Receive endorsement for collaboratively developed plan for Impact Framework use

(2) HOW THE FUNDING LEVEL WAS DETERMINED

Initiative	Investment Category
Learning and Integration	Research & Evaluation

Cost estimates are based on 1,707 hours of work at a rate of \$150/hour which totals approximately = \$256,000. 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%)

The cost for the Impact Framework is expected to increase from FY 21-22 because (1) Impact Framework indicators and data sources need to be revised to reflect the refined Strategic Plan and (2) the second Impact Framework Indicator Report is to be produced in alignment with the schedule outlined in the Strategic Plan.



ATTACHMENT D:

FY 2022-23 BUDGET SUMMARY

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

OPERATING COSTS SUMMARY FY 2022-23

	FY 2021-22				Variance	FY 2021-22				Proposed Budget	Variance from FY 2021-22
	Revised Budget	Estimated Expenditures	Center for Operational Excellence	Center for Child and Family Impact		Executive Director's Office	Center for Operational Excellence	Center for Child and Family Impact	Executive Director's Office		
Personnel Services											
Salaries											
Total Salaries	13,108,967	11,776,496	1,332,471			3,899,858	5,118,166	4,183,886	13,201,910	92,943	
Total Employee Benefits	4,252,139	3,533,653	718,486			1,230,668	1,676,987	1,245,310	4,152,966	(90,173)	
Equity Adjustment						44,310	58,153	47,537	150,000	150,000	
Total Personnel Services	17,361,106	15,310,149	2,050,957			5,174,836	6,853,306	5,476,733	17,504,875	143,769	
Operating Services											
6205 ADP Payroll	40,000	28,278	11,722			42,000	-	-	42,000	2,000	
6210 Worker's Compensation Insurance	65,000	63,139	1,861			65,000	-	-	65,000	-	
6215 Utilities	120,000	155,424	(35,424)			100,000	-	-	120,000	(6,000)	
6220 Corporate Insurance	106,000	31,000	75,000			100,000	-	-	100,000	-	
6225 Mileage, Parking and Other Transportation	21,680	21,569	111			1,615	9,910	13,880	25,405	3,725	
6230 Telephone	70,000	57,621	12,379			70,000	-	-	70,000	-	
6235 Cell Phone & Mobile Devices	133,800	33,332	100,468			26,472	58,050	45,816	130,338	(3,462)	
6240 Outside Printing & Publishing	1,000	18,422	(17,422)			5,000	-	250	2,000	1,000	
6245 Other Supplies	5,250	16,148	(10,898)			9,500	-	-	5,250	-	
6250 Postage & Delivery	8,000	13,200	(5,200)			9,500	-	-	9,500	1,500	
6255 Educational Supplies	3,100	1,903	1,197			500	1,000	1,500	3,000	(100)	
6260 Office Supplies	58,700	62,848	(4,148)			32,530	12,485	17,680	62,705	4,005	
6265 Subscriptions & Publications	31,180	4,158	27,022			3,700	6,115	24,570	34,385	3,205	
6270 Capital Outlay	134,000	191,000	(57,000)			130,000	-	-	130,000	(4,000)	
6275 Equipment-Rents & Leases	26,000	73,562	(47,562)			26,190	-	-	26,190	190	
6280 Building Repair & Maintenance	140,000	192,000	(52,000)			150,000	-	-	150,000	10,000	
6285 Equipment Repairs & Maintenance	11,500	20,000	(8,500)			10,100	1,000	-	11,100	(400)	
6290 Offsite Storage	29,500	17,413	12,087			12,500	10,000	-	22,500	(7,000)	
6295 Hardware & Software Maintenance	476,214	203,262	272,952			415,500	-	3,500	419,000	(57,214)	
6300 Miscellaneous/Contingency	244,000	-	244,000			52,800	-	50,000	102,800	(141,200)	
6305 Stipend/Honorarium	2,100	-	2,100			-	-	-	-	(2,100)	
6310 Internal Meetings	69,700	86,612	(16,912)			11,715	35,290	47,500	94,505	(24,805)	
6315 Divisional Capacity Building	35,000	-	35,000			-	30,000	-	30,000	(5,000)	
Total Operating Services	1,881,724	1,290,891	540,833			1,285,872	153,850	215,956	1,655,678	(176,046)	
Consultant Services											
6410 Consultant Fees	1,467,100	888,203	578,898			902,600	271,500	486,000	1,660,100	193,000	
6420 Other Professional Fees	345,000	315,000	30,000			378,000	-	-	378,000	33,000	
6430 External Reviewers	-	450	(450)			-	-	-	-	-	
Total Consultant Services	1,812,100	1,203,653	608,448			1,280,600	271,500	486,000	2,038,100	226,000	
Professional Services											
6510 Audit	90,000	61,000	29,000			90,000	-	-	90,000	-	
6520 Legal Fees	225,000	78,392	146,608			-	-	225,000	225,000	-	
6540 Professional Dues	43,023	21,665	21,358			36,600	5,100	16,295	57,995	14,972	
6550 Staff Recruitment	10,000	5,060	4,940			20,000	-	-	20,000	10,000	
6560 Commissioners Stipends	23,000	24,000	(1,000)			-	-	20,000	20,000	(3,000)	
6570 Web-Based Services	106,600	14,482	92,118			88,000	-	-	88,000	(18,600)	
6580 Bank & Other Service Charges	20,000	32,000	(12,000)			20,000	-	-	20,000	-	
Total Professional Services	517,623	236,599	281,024			254,600	51,100	261,295	520,995	3,372	
Travel Expenses											
6610 Airfare	24,850	108,517	(83,667)			6,497	25,212	43,940	75,649	50,799	
6620 Lodging	26,900	61,082	(34,182)			9,974	36,410	30,630	77,014	50,114	
6640 Per Diem	13,850	41,149	(27,299)			4,525	15,862	19,620	39,997	26,147	
6650 Other Travel Expense	15,000	12,872	2,128			1,105	5,768	3,355	10,228	(4,772)	
Total Travel Expenses	80,600	223,620	(143,020)			22,101	83,242	97,545	202,888	122,288	
Professional Development											
6810 Training Materials & Supplies	6,500	5,392	1,108			8,000	-	2,700	10,700	4,200	
6820 Internal Training	61,000	10,000	51,000			100,000	1,000	21,400	122,400	61,400	
6830 Leadership Programs	170,000	5,265	164,735			31,000	-	-	31,000	(139,000)	
6840 Conference Registrations	97,215	88,246	8,969			15,500	39,700	48,500	103,700	6,485	
6850 External Education/Training	27,600	34,333	(6,733)			12,000	24,000	18,750	54,750	27,150	
Total Professional Development	362,315	143,236	219,079			166,500	64,700	91,350	322,550	(89,765)	
Total OPERATING EXPENSES	21,965,468	18,408,149	3,557,319			8,184,509	7,419,998	6,628,679	22,245,086	279,618	

**First 5 LA
FY 2022-23 Budget
Administrative Limit Calculation**

Teams/Centers/Offices Budgets:

Work Place Management Team	\$ 218,818
Board of Commissioners	58,750
Office of Communications	1,228,495
Contract Administration & Purchasing Team	1,554,240
Executive Director's Office	1,604,124
Facilities Management Team	743,100
Finance Team	1,618,307
Human Resources & Talent Mgmt. Team	1,499,166
Information Technology Team	1,996,754
Center for Child and Family Impact ²	762,162
Center for Operational Excellence	570,724

Salary & Benefits¹:

Communities Team	312,515
Early Care & Education Team	320,457
Family Supports Team	221,699
Health Systems Team	363,689
Office of Data for Action	260,091
Office of Government Affairs and Public Policy	340,208
Office of Equity, Strategy and Learning	378,777

Total FY 2022-23 Administrative Budget	\$ 14,052,077
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Total FY 2022-23 Operating Budget	22,245,086
Total FY 2022-23 Program Budget	83,748,000

Total FY 2022-23 Budget	\$ 105,993,086
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Administrative Cost Percentage	13.26%
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1. Directors and Administrative Assistants outside of COE only
2. Center Support Team's Budget not included (Programmatic)

**FIRST 5 LA
SCHEDULE OF AUTHORIZED POSITIONS**

Teams/Offices/Centers	FY 2021-22			FY 2022-23		
	Authorized Positions ¹	Filled Positions as of March 2022	Baseline	Addition/Deletion	Total ³	
Center for Operational Excellent	3	1	3	0	3	
Workplace Management Team	1	0	1	0	1	
Contract Administration & Purchasing Team	10	10	10	0	10	
Finance Team	9	9	9	0	9	
Human Resources & Talent Management Team	4	4	4	0	4	
Information Technology Team	7	4	7	0	7	
Executive Director's Office	6	5	6	0	6	
Office of Data for Action	7	5	7	0	7	
Office of Equity, Strategy & Learning	6	4	6	0	6	
Office of Communications	8	7	8	0	8	
Office of Government Affairs and Public Policy ²	11	8	9	0	9	
Center for Child and Family Impact	4	4	4	0	4	
Communities	19	17	19	0	19	
Early Care & Education	8	8	8	0	8	
Family Supports	9	9	9	0	9	
Health Systems	8	8	8	0	8	
	120	103	118	0	118	

1) Temporary employees are not included in the FTE count.

2) Two positions are on hold in OGAPP.

3) The FTE count is based on our best thinking to meet the needs of the organization at this time.



ATTACHMENT E:

FY 2022-23 BUDGET

- Team/Office/Center Cover Pages
- Operating Detail

CENTER FOR CHILD & FAMILY IMPACT

CENTER FOR CHILD & FAMILY IMPACT SUMMARY FY 2022-23

	FY 2021-22		FY 2022-23					Proposed Budget	Variance
	Revised Budget	Budget	CCFI	Communities Team	ECE Team	Family Supports Team	Health Systems Team		
Personnel Services									
Salaries									
Total Salaries	4,744,509		671,047	1,901,784	804,766	900,920	889,650	5,118,166	373,657
Total Employee Benefits	1,612,560		148,199	654,318	261,060	322,763	290,647	1,676,987	64,427
Equity Adjustment			7,624	21,698	9,144	10,236	9,540	58,153	
Total Personnel Services	6,357,069		826,870	2,577,711	1,074,969	1,233,920	1,199,836	6,853,306	438,084
Operating Services									
6205 ADP-Payroll	-	-	-	-	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-	-	-	-	-
6215 Utilities	-	-	-	-	-	-	-	-	-
6220 Corporate Insurance	11,380	-	500	4,000	2,880	2,000	1,030	9,910	(1,470)
6225 Mileage, Parking and Other Transportation	60,600	-	4,800	22,800	9,600	10,800	9,600	58,050	(2,550)
6230 Telephone	-	-	-	-	-	-	-	-	-
6235 Cell Phone & Mobile Devices	-	-	-	-	-	-	-	-	-
6240 Outside Printing & Publishing	-	-	-	-	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-	-	-	-	-
6255 Educational Supplies	1,000	-	-	1,000	-	-	-	1,000	-
6260 Office Supplies	12,400	-	1,500	6,000	1,440	2,000	1,545	12,485	85
6265 Subscriptions & Publications	5,400	-	250	2,500	2,600	250	515	6,115	715
6270 Capital Outlay	-	-	-	-	-	-	-	-	-
6275 Equipment-Rents & Leases	(1,000)	-	-	-	-	-	-	-	1,000
6280 Building Repair & Maintenance	1,000	-	-	1,000	-	-	-	1,000	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-	-	-	-	-
6305 Stipend/Honorarium	23,500	-	5,000	18,000	7,200	2,000	3,000	35,290	11,790
6310 Internal Meetings	35,000	-	30,000	-	-	-	-	30,000	(5,000)
6315 Divisional Capacity Building	-	-	-	-	-	-	-	-	-
Total Operating Services	149,280		42,050	55,200	23,720	17,050	15,780	153,850	4,570
Consultant Services									
6410 Consultant Fees	85,000	-	150,000	48,500	50,000	8,000	15,000	271,500	186,500
6420 Other Professional Fees	-	-	-	-	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-	-	-	-	-
Total Consultant Services	85,000		150,000	48,500	50,000	8,000	15,000	271,500	186,500
Professional Services									
6510 Audit	-	-	-	-	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-	-	-	-	-
6540 Professional Dues	4,100	-	1,000	1,000	2,000	1,000	100	5,100	1,000
6550 Staff Recruitment	-	-	-	-	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-	-	-	-	-
Total Professional Services	4,100		1,000	1,000	2,000	1,000	100	5,100	1,000
Travel Expenses									
6610 Airfare	13,500	-	3,000	2,000	7,000	9,000	4,212	25,212	11,712
6620 Lodging	14,500	-	3,000	4,000	7,500	13,000	8,910	36,410	21,910
6640 Per Diem	7,200	-	1,500	2,500	2,450	6,000	3,402	15,852	8,652
6650 Other Travel Expense	3,750	-	1,500	1,000	810	1,000	1,458	5,768	2,018
Total Travel Expenses	38,950		9,000	9,500	17,760	29,000	17,982	83,242	44,292
Professional Development									
6810 Training Materials & Supplies	300	-	-	-	-	-	-	-	(300)
6820 Internal Training	-	-	-	-	-	1,000	-	1,000	1,000
6830 Leadership Programs	-	-	-	-	-	-	-	-	-
6840 Conference Registrations	51,200	-	4,500	10,200	6,000	11,000	8,000	39,700	(11,500)
6850 External Education/Training	10,000	-	-	19,000	-	5,000	-	24,000	14,000
Total Professional Development	61,500		4,500	29,200	6,000	17,000	8,000	64,700	3,200
Total OPERATING EXPENSES	6,695,899		1,033,420	2,721,211	1,174,449	1,305,970	1,196,698	7,431,698	677,646

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. In the FY22-23 period, we will be continuing to focus on developing and strengthening countywide infrastructure for home visiting services; integration of those services with family-serving systems; and supporting opportunities to leverage and sustain these efforts in light of F5LA’s declining revenues, given this is the single largest investment for our organization. In order to advance these priorities, the Family Supports team is responsible for the following:

- Serving as subject matter experts for family support services and informing the prioritization of organization-wide efforts related to home visiting including communications, research and data, learning, and public policy.
- Providing a leadership role in coordination efforts to support a highly integrated, comprehensive, family-centered, system of home visiting services across Los Angeles County in partnership with the Department of Public Health and other external partners.
- Building infrastructure and capacity to support home visiting sustainability efforts, including engagement with managed care plans and integration of home visiting referral pathways with complementary family-serving services and systems.

Center for Child and Family Impact Priorities for FY22-23:

Following is a brief summary of the critical work the Family Supports team will lead in FY 22-23 in support of the Strategic Plan Implementation:

- *Home Visiting System Building - Develop Countywide Infrastructure:* The Family Supports team leads home visiting system building coordination efforts, in partnership with the Department of Public Health, to develop and sustain the home visiting system and catalyze ongoing coordination in support of significant systems change and strengthened cross-sector collaboration. Examples include leading coordination efforts with key home visiting stakeholders and funders in development of a shared leadership structure; support for the Family Strengthening Oversight Entity, which standardizes implementation and coordination across funding streams and oversees the Los Angeles County Perinatal and

Early Childhood Home Visitation Consortium; and supporting efforts to streamline the ability to share data across multiple funding streams to inform county-wide planning efforts.

- *Home Visiting System Integration with Family Serving Systems:* The Family Supports team leads optimization and integration efforts that aim to improve home visiting services, coordination, and referral pathways. Examples include addressing identified family needs by enhancing the Welcome Baby program model to address peer support; ongoing home visiting staff and client retention and diversity efforts, including equitable African-American enrollment, and development of referral pathways between home visiting providers and the Help Me Grow (HMG) system.
- *Home Visiting Funding and Sustainability:* In collaboration with the CCFI Center Support Team (CST), the Family Support team is supporting efforts to work with managed care plans as a sustainability strategy. Efforts include building the necessary infrastructure and mechanisms to participate in data sharing, reporting and reimbursement processes. Additional sustainability efforts include the Families First Prevention Services Act and development of a Community Referral Pathway to home visiting services. Evaluation and data also serve as a foundational support for the development and expansion of a universal home visiting system. The Family Supports team continues to oversee the Welcome Baby Virtual Implementation and Outcomes Study, with consulting evaluation support and guidance from Dr. Deb Daro. The Stronger Families Database represents another critical piece utilized by home visiting providers to capture client level data, screenings and program participation information across multiple funding streams. Finally, the Family Supports team continues to oversee a complex, standardized portfolio of home visiting grants requiring cross-team collaboration and a continual focus on program implementation and improvements.

FAMILY SUPPORTS TEAM

		Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	780,559	780,559	825,564	900,920	-
	Total Employee Benefits	333,178	333,178	265,421	322,763	-
	Equity Adjustment				10,236	-
	Total Personnel Services	1,113,737	1,113,737	1,090,985	1,233,920	-
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transportation	1,500	1,500	1,000	2,000	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	11,250	11,250	11,000	10,800	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	2,000	2,000	1,300	2,000	-
6265	Subscriptions & Publications	250	250	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	17,000	17,000	14,585	17,050	-
Consultant Services						
6410	Consultant Fees	5,000	5,000	1,000	8,000	3,000
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	5,000	5,000	1,000	8,000	3,000
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	1,000	2,000	1,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	1,000	1,000	2,000	1,000	-
Travel Expenses						
6610	Airfare	7,000	4,000	4,000	9,000	5,000
6620	Lodging	15,000	5,000	5,000	13,000	8,000
6640	Per Diem	5,000	3,000	3,000	6,000	3,000
6650	Other Travel Expense	2,000	2,000	2,000	1,000	(1,000)
	Total Travel Expenses	29,000	14,000	14,000	29,000	15,000
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	300	300	200	1,000	700
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	11,000	15,000	13,000	11,000	(4,000)
6850	External Education/Training	10,000	10,000	10,000	5,000	(5,000)
	Total Professional Development	21,300	25,300	23,200	17,000	(8,300)
	Total OPERATING EXPENSES	1,187,037	1,176,037	1,145,770	1,305,970	9,700

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Family Supports Team	\$1,176,037.00	\$1,305,969.00	11.05%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$780,559.00	\$900,920.00	0.00%

Description

Social Security Tax \$333,178.00 \$332,999.00 0.00%

Description

Mileage, Parking and Other Transportation \$1,500.00 \$2,000.00 0.00%

Description

Funds to cover mileage/parking for 9 staff to attend local meetings within LA County.

Cell Phone & Mobile Devices \$11,250.00 \$10,800.00 0.00%

Description

Agency providing cell phone reimbursement to staff, including 12 months of Internet and Cellphone Reimbursement for offsite work. Given 9 FTEs at \$100/per staff member for a total of \$900/month for 12 months = \$10,800

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

Description

Funds to support 9 staff in hybrid schedule and support office supplies needed for off-site work.

Subscriptions & Publications \$250.00 \$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.

Internal Meetings \$2,000.00 \$2,000.00 0.00%

Description

Funds to cover expenses related to internal staff meetings, including speakers and supplies.

Consultant Fees \$5,000.00 \$8,000.00 0.00%

Description

Funds to cover potential consulting for staff development and internal CCFI integration efforts for total of \$8,000.

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

Funds to cover professional dues for staff to participate in professional development opportunities and events.

Airfare	\$4,000.00	\$9,000.00	0.00%
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Description

Funds to support 9 FTE for travel to the Home Visiting National Summit in Washington DC (estimated at \$400/roundtrip), and at least one statewide event each (at \$300/each FTE), and attendance at key Home Visiting presentations/conferences during the year for total of \$9,000.

Lodging	\$5,000.00	\$13,000.00	0.00%
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Description

Funding for 9 FTE to attend National Home Visiting Summit in Washington DC (estimated at \$300/night x 3 nights), and hotel stays for staff to attend at least one statewide event/conference for total of \$13,000.

Per Diem	\$3,000.00	\$6,000.00	0.00%
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Description

Funds to cover per diem costs for 9 FTE that attend a national annual conference and statewide events/conferences for total of \$6,000.

Other Travel Expenses	\$2,000.00	\$1,000.00	0.00%
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Description

Funds to support other travel expenses for 9 FTE during participation in conferences and events.

Internal Training	\$0.00	\$1,000.00	0.00%
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Description

Funds to support internal training and staff development for 9 staff at a group level for total of \$1,000.

Conference/Training Registrations	\$15,000.00	\$11,000.00	0.00%
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Description

Costs include National Home Visiting Summit, registration for 9 FTE at \$350/person, for total of \$3,150; and training/registration opportunities for 9 FTEs at approximately \$300 per registration and three events per FTE, for \$7,850. Total is rounded off to \$11,000

External Education/Training	\$10,000.00	\$5,000.00	0.00%
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Description

Provides for content specific training to increase content knowledge and expertise in program implementation and sustainability related strategies. Training can be provided on a group or individual basis. Trainings anticipated for 9 FTE at \$555 per individual, rounded off to a total of \$5,000.

Office/Center/Team Name: Communities Team

Authorized Positions:

Position	#
Director	1
Deputy Director	1
Senior Program Officer	5
Program Officer	10
Administrative 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 across the five Best Start Regions/14 Best Start Geographies. Consistent with the Strategic Plan, the Communities team leads efforts to leverage our Best Start Networks as platforms for community-based and County systems change and collaborates with functional leads within First 5 LA to inform the prioritization of organization-wide efforts related to work within the regions and regional work within LA County including communications, research and data, learning, and public policy. The team will serve as subject matter experts for additional issues which impact family well-being including food security, the built environment, and economic security.

Priorities for FY 22-23:

The Communities Team will engage in the following work in support of the 2020-2028 Strategic Plan:

Strengthening Regional Networks

This priority area focuses on strengthening the Best Start Networks infrastructure and integrating efforts between local and countywide efforts by connecting the Regional Network Grantees with County partners. This includes the work of the Regional Network Grantees (RNGs): building an infrastructure within the Best Start geographies committed to effecting change focused on our long-term results and conditions of well-being so children and families thrive; and the Communities of Practice: a space for RNG’s to deepen partnerships, share practices, and create a sense of community to support the regional work and practice improvements.

Building the P-5 Movement

This priority area supports uplifting community voices, and experiences to mobilize regional networks around prenatal to age 5 priorities and connecting those priorities to First 5 LA priorities. This includes the Expand Regional Influence and Impact with Data Project with Advancement Project California: guide First 5 LA through data analysis, community reflection and discussion about the state of Best Start geographies and the

focus of our collective policy and systems change efforts; Network Alignment and Strengthening: align and collaborate with influential partners within each region (Antelope Valley Resource Infusion, South East LA Collaborative and the Long Beach Mayor's Educational Fund as examples of models to replicate and expand in all the Best Start regions); and the Learning Dialogues: convening and organizing stakeholders within each Best Start region to generate collective understanding and action around the stories behind the baseline data from First 5 LA's Impact Framework, Advancement Project California, and other public systems' data relevant to First LA and community priorities.

Best Start Learning

This priority area focuses on furthering our learning and understanding of the impact of the Best Start effort within each Best Start region/geography, across regions and within LA County. This includes the Best Start Learning Agenda: to further our learning and understanding of the Best Start effort by learning together with our grantees, partners, and communities and establish proof of concept to inform county-wide systems improvement strategies; and the Capacity Strengthening Learning Consortium: to improve learning between and amongst capacity strengthening (building) efforts underway in LA County.

COMMUNITIES TEAM

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	1,728,359	1,728,359	1,474,298	1,901,784	173,425
Total Employee Benefits	604,920	604,920	536,537	654,318	49,398
Equity Adjustment				21,608	
Total Personnel Services	2,333,279	2,333,279	2,010,836	2,577,711	222,824
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Transp	4,000	4,000	-	4,000	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	22,800	22,800	20,000	22,800	-
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	1,000	1,000	-	1,000	-
6260 Office Supplies	6,000	6,000	1,400	6,000	-
6265 Subscriptions & Publications	1,900	1,900	-	2,500	600
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	(1,000)	-	-	1,000
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	14,000	6,000	-	18,000	12,000
Total Operating Services	50,700	41,700	21,400	55,300	13,600
Consultant Services					
6410 Consultant Fees	20,000	38,500	15,000	48,500	10,000
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	20,000	38,500	15,000	48,500	10,000
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	1,000	1,000	468	1,000	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	1,000	1,000	468	1,000	-
Travel Expenses					
6610 Airfare	2,000	-	-	2,000	2,000
6620 Lodging	4,000	-	-	4,000	4,000
6640 Per Diem	2,500	-	-	2,500	2,500
6650 Other Travel Expense	1,000	-	-	1,000	1,000
Total Travel Expenses	9,500	-	-	9,500	9,500
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	10,200	10,200	10,000	10,200	-
6850 External Education/Training	-	-	-	19,000	19,000
Total Professional Development	10,200	10,200	10,000	29,200	19,000
Total OPERATING EXPENSES	2,424,679	2,424,679	2,057,704	2,721,211	274,924

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Communities Team	\$2,411,538.00	\$2,721,210.00	12.84%

Benefits	\$0.00	\$0.00	
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GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$1,715,218.00	\$1,901,784.00	0.00%

Description

Social Security Tax	\$604,920.00	\$675,926.00	0.00%
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Description

Mileage, Parking and Other Transportation	\$4,000.00	\$4,000.00	0.00%
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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. During FY 22-23, 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.

Cell Phone & Mobile Devices	\$22,800.00	\$22,800.00	0.00%
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Description

Per First 5 LA's Mobile Device Policy, eligible staff who are required to be accessible while working outside of the office or during after-hours, are provided a monthly reimbursement of \$50 for use of his/her/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, the increase 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%
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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.

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

Provides for consumable office supplies for the team. As the full team continues to work remotely, the individual expenses per employee may include ink, toner, paper, etc. and will vary in frequency, use, and cost.

Budget Fiscal Year: 2022 - 2023	Status: Proposed
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Subscriptions & Publications	\$1,900.00	\$2,500.00	0.00%
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Description

Provides resource for subscriptions to publications, such as the Stanford Social Institutional Review (\$39.95/year), Adobe Acrobat DC Pro (\$14.99/month), Slido (\$800/year), Kumu (\$120/ year), to support the Team programmatic work.

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

Provides for expenses primarily related to the ongoing maintenance required for the Team's interpretation equipment (i.e., head sets and receivers).

Internal Meetings	\$6,000.00	\$18,000.00	0.00%
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Description

Provides for expenses related to internal meetings for Team planning, contractor/partner meetings, and internal reflection and learning sessions. These meetings may include external partners such as Commissioners, consultants, and contractors. Meeting expenses may include facility rentals, catering, meeting materials, etc. Due to the physical distancing and other public health guidance, in-person gatherings are anticipated to be on hold for the first six months of the fiscal year. The calculations for this line item considered the potential increase in rates for larger spaces to allow for social distancing and additional insurance costs that are normally affiliated with rentals. Starting in 2022, the Communities Team intends to host internal and external meetings outside of First 5 LA dependent on First 5 LA's policy and public health recommendations.

Consultant Fees	\$38,500.00	\$48,500.00	0.00%
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Description

Provides for consultant support for the Communities Team for facilitation support, content and/or core capability-specific trainings and workshops not covered through anticipated programmatic consultant support. Examples include virtual and in-person facilitation training to increase participant engagement in virtual meetings and guest speakers for brown bags (e.g. digital access in communities). The team plans to use facilitation/ consultant support to optimize our role in the CCFI integration process--both internally and externally-- and other expertise to support strengthening staff role and understanding in network development and building the P-5 movement.

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

Provides for memberships to content-specific professional associations and learning communities such as American Planning Association. Memberships generally range from \$500-\$1,000 per year.

Airfare	\$0.00	\$2,000.00	0.00%
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Description

Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include: Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Approval from the Communities Team 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. Approval from the Communities Director will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Per Diem \$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. 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. 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. Examples include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Approval from the Communities Director will be obtained prior to incurring any expenses.

External Education/Training \$0.00 \$19,000.00 0.00%

Description
 This category is needed to support individual professional development outside of attending conferences with an approximate \$1,000 allocation per team member

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 Early Care and Education (ECE) team will work with others to implement 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. Over the FY22/23 period we will continue to focus on support for the county system of ECE services and supports, especially in light of the pandemic and the state’s efforts to expand Universal Kindergarten; continue to refine our strategy in Kindergarten Readiness based on experience with external partners including school districts; and develop our emerging strategy focused on home-based child care and the network of providers, including quality supports. 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 22-23:

The ECE team will engage in the following work in support of the 2020-2028 Strategic Plan:

County Systems Building

The ECE team oversees a number of projects to support the county wide system of early care and education. The work within this initiative has seen a shift in recent years. Rather than program design and implementation, the ECE team is focused on discrete, time-limited, resource-restricted investments that **respond to the current context of the ECE system**. Examples of these new ways of working include the investments around the County ECE Infrastructure Support, ECE COVID Response Team, and Universal Preschool. Each of these projects center the program officer as an equal doer in the work with our partners and allows funding related to technical assistance and capacity building to fill gaps left by other public dollars.

County ECE Infrastructure Support includes implementation of the cost models from the Comprehensive Fiscal Analysis of the ECE System, alignment of data collection and reporting efforts for assessing early learning supply and demand, and coordination of early care and education workforce development resources and strategies. 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. Lastly, our support around Universal Preschool implementation focuses on supporting relationship development between school districts and child care providers. We are also planning to support the LA County Office of Education (LACOE) in providing technical assistance to school districts as they develop plans for implementation of universal preschool.

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 continues to **refine our KRA strategy** assessing both impact and cost-effectiveness. Currently, we are looking to decrease subsequent fiscal year investments in KRA.

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 funding streams (non-First 5 LA Prop 10 dollars) related to QSLA: LACOE, IMPACT 2020, and Hub funding for Training and Technical Assistance. These funding streams support the implementation of the QSLA model and the infrastructure of the system including facilitation of the governing body and the data system. QSLA has recently made refinements to their model to better respond to the needs of family child care.

Last year, through funding from First 5 CA, the ECE team along with our partners designed a Dual Language Learners (DLL) pilot program. This year, that program has been absorbed and embedded within our larger QSLA system. The ECE team will have a modest, one-year investment around DLL to scaling up and extending the DLL Public Awareness campaign and to convert and translate 10 Modules into a self-paced format. The ECE team is also entering its second year of our **Home Based Child Care strategy**. Funding will support finalizing the landscape analysis including lead sense making & input sessions to design systems change strategies and approaches to support HBCC providers. In addition, First 5 LA staff will work with an expert on Family, Friend, and Neighbor care in Los Angeles County who will 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.

Finally, the ECE team also has investments focusing on centering families and providers as co-designers in our work. We are supporting a Provider Advisory Group to effectively incorporate provider feedback into our strategies to support capacity-building in the home-based child care system. We are also increasing our support for survey panel work, using mobile-first technology to gather input from both families and providers to further shape and enhance our strategies to support the ECE system.

EARLY CARE AND EDUCATION TEAM

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	804,679	804,679	671,232	804,766	87
Total Employee Benefits	254,679	254,679	198,451	261,060	6,381
Equity Adjustment				9,144	
Total Personnel Services	1,059,358	1,059,358	869,683	1,074,969	6,467
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Transp	2,880	2,880	3,200	2,880	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	9,600	9,600	8,000	9,600	-
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	2,400	2,400	2,000	1,440	(960)
6265 Subscriptions & Publications	2,700	2,700	2,500	2,600	(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	7,200	7,200	7,000	7,200	-
Total Operating Services	24,780	24,780	22,700	23,720	(1,060)
Consultant Services					
6410 Consultant Fees	10,000	10,000	8,900	50,000	40,000
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	10,000	10,000	8,900	50,000	40,000
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,000	2,000	1,800	2,000	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	2,000	2,000	1,800	2,000	-
Travel Expenses					
6610 Airfare	6,000	6,000	6,000	7,000	1,000
6620 Lodging	5,500	5,500	5,000	7,500	2,000
6640 Per Diem	2,450	2,450	2,000	2,450	-
6650 Other Travel Expense	-	-	-	810	810
Total Travel Expenses	13,950	13,950	13,000	17,760	3,810
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	6,000	6,000	820	6,000	-
6850 External Education/Training	-	-	-	-	-
Total Professional Development	6,000	6,000	820	6,000	-
Total OPERATING EXPENSES	1,116,088	1,116,088	916,903	1,174,449	49,217

Budget Fiscal Year: 2022 - 2023	Status: Proposed
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Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Early Care & Education Team	\$1,116,088.00	\$1,174,450.00	5.23%

Benefits	\$0.00	\$0.00	
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GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$804,679.00	\$804,766.00	0.00%

Description

Social Security Tax	\$254,679.00	\$270,204.00	0.00%
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Description

Mileage, Parking and Other Transportation	\$2,880.00	\$2,880.00	0.00%
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Description

Mileage. Monthly: \$130/FTE for 12 months. FTE is 8 staff members = \$2,880

Assumes that most meetings remain remote with occasional travel to in person meetings.

Cell Phone & Mobile Devices	\$9,600.00	\$9,600.00	0.00%
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Description

Cell and internet reimbursement. Monthly: \$100/FTE for 12 months. FTE is 8 staff members = \$9600

Office Supplies	\$2,400.00	\$1,440.00	0.00%
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Description

Decrease from last year based on spending trends the past two fiscal years.

Office Supplies. Monthly: \$15/FTE for 12 months. FTE is 8 staff members = \$1440

Subscriptions & Publications	\$2,700.00	\$2,600.00	0.00%
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Description

Consistent with previous fiscal year spending trends. Assumes \$325/FTE. FTE is 8 staff members = \$2600

Internal Meetings	\$7,200.00	\$7,200.00	0.00%
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Description

Assumes resuming in-person monthly retreats for the ECE team. \$600/month for total of \$7200.

Consultant Fees	\$10,000.00	\$50,000.00	0.00%
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Description

Consultant to support integration across CCFI priorities and implementing the cross function teams as needed.

Additional consultant support for reflective practice and management training for the team.

Assumes 333 hours at rate of \$150/hr for consultant.

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

Include dues for membership organizations such as NAEYC, philanthropy affiliated orgs, and others. Consistent with previous fiscal year spending trends.

Airfare	\$6,000.00	\$7,000.00	0.00%
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Description

Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include: Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, and Advancement Project Water Coolers.

Assumes \$750/FTE.

Lodging	\$5,500.00	\$7,500.00	0.00%
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Description

Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Examples of anticipated conferences include Grant Makers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers. Team often travels to Sacramento for overnight stays while attending statewide meetings.

Assumes \$687/FTE.

Per Diem	\$2,450.00	\$2,450.00	0.00%
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Description

Assumes travel resumes at a slow rate. Per diem for statewide meetings and conference attendance.

Other Travel Expenses	\$0.00	\$810.00	0.00%
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Description

Conference/Training Registrations	\$6,000.00	\$6,000.00	0.00%
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Description

Assumes in-person conference attendance for next fiscal year. Adjust down from pre-COVID levels due to slow uptick in conference attendance.

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 works to improve the health care delivery system, with a focus on those components of the system responsible for serving children with or at-risk of developmental and behavioral delays through our Early Identification and Intervention (EII) work. In addition, we are focused on decreasing the disparities in birth and other health care outcomes for African American women and children. The team will serve as subject matter experts on health care delivery tied to birth disparities as well as early identification and intervention. 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 FY 22-23:

African American Infant and Maternal Mortality Prevention

First 5 LA and LA County DPH (LACDPH) have joined efforts to lead the African American Infant and Maternal Mortality Prevention Initiative (AAIMM). 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 the unacceptably high rates of Black infant and maternal deaths in LA County. AAIMM strategies are centered around the LACDPH Center for Health Equity’s 5-year action plan to reduce the gap in disparate infant mortality rates by 30% by 2023.

Early Identification and Intervention

First 5 LA’s primary workstream in support of strengthening early identification and intervention efforts in LA County includes the implementation of Help Me Grow LA (HMG LA). HMG LA coordinates existing systems (e.g., health, ECE, 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. In partnership, LACDPH and First 5 LA are co-implementing HMG LA'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 fragmented early identification and intervention services and supports. More broadly, the team also works to support First 5 LA's efforts to leverage relationships with health plans to improve the health care delivery system in these areas.

HEALTH SYSTEMS TEAM

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	835,181	835,181	700,000	839,650	4,468
Total Employee Benefits	264,433	264,433	200,000	290,647	26,214
Equity Adjustment				9,540	
Total Personnel Services	1,099,614	1,099,614	900,000	1,139,836	30,682
Operating Services					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Transpo	1,000	1,000	500	1,030
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	9,600	9,600	6,500	9,600
6240	Outside Printing & Publishing	-	-	-	-
6245	Other Supplies	-	-	-	-
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	-	-	-	-
6260	Office Supplies	1,500	1,500	400	1,545
6265	Subscriptions & Publications	500	500	500	515
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	3,090
	Total Operating Services	15,600	15,600	10,900	15,780
					180
Consultant Services					
6410	Consultant Fees	5,000	6,500	5,000	15,000
6420	Other Professional Fees	-	-	-	-
6430	External Reviewers	-	-	-	-
	Total Consultant Services	5,000	6,500	5,000	15,000
					8,500
Professional Services					
6510	Audit	-	-	-	-
6520	Legal Fees	-	-	-	-
6540	Professional Dues	1,600	100	50	100
6550	Staff Recruitment	-	-	-	-
6560	Commissioners Stipends	-	-	-	-
6570	Web-Based Services	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-
	Total Professional Services	1,600	100	50	100
					-
Travel Expenses					
6610	Airfare	2,500	500	500	4,212
6620	Lodging	5,000	1,000	1,000	8,910
6640	Per Diem	2,000	250	250	3,402
6650	Other Travel Expense	1,000	250	250	1,458
	Total Travel Expenses	10,500	2,000	2,000	17,982
					15,982
Professional Development					
6810	Training Materials & Supplies	-	-	-	-
6820	Internal Training	-	-	-	-
6830	Leadership Programs	-	-	-	-
6840	Conference Registrations	7,000	15,500	10,000	8,000
6850	External Education/Training	-	-	-	-
	Total Professional Development	7,000	15,500	10,000	8,000
					(7,500)
	Total OPERATING EXPENSES	1,139,314	1,139,314	927,950	1,196,698
					47,844

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Health Systems Team	\$1,139,314.00	\$1,196,699.00	5.04%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$835,181.00	\$839,650.00	0.00%

Description

Social Security Tax \$264,433.00 \$300,187.00 0.00%

Description

Mileage, Parking and Other Transportation \$1,000.00 \$1,030.00 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.

Cell Phone & Mobile Devices \$9,600.00 \$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 \$1,545.00 0.00%

Description

Provides for general office supplies for 8 FTE for 12 months. This equates to approximately \$16/month/FTE.

Subscriptions & Publications \$500.00 \$515.00 0.00%

Description

Provides for the purchase of interactive presentations/polling apps and software, approximately \$10-\$15/month. Other costs include journal subscriptions and articles.

Internal Meetings \$3,000.00 \$3,090.00 0.00%

Description

Provides for meetings that may include Commissioners, staff, grantees/contractors and stakeholders (e.g Quarterly Medi-Cal Managed Care/County Health meetings). Off-site department retreats are also included in this budget category. Anticipated costs include space rental and food.

Budget Fiscal Year: 2022 - 2023	Status: Proposed
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Consultant Fees	\$6,500.00	\$15,000.00	0.00%
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Description

Provides funding for departmental capacity building and content-specific workshops/trainings not covered through anticipated programmatic consultant support. Increase in FY22-23 tied to consultant(s) support for Center-wide integration implementation. Consultant hourly rate is \$150 x 100 hours = \$15,000.

Professional Dues	\$100.00	\$100.00	0.00%
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Description

Provides for staff to be members of professional organizations such as American Public Health Association (\$225/person), Collaborative Family Healthcare Association (\$230/person), and Infant Development Association of California (\$250/person; includes up to 4 staff). 7 FTE (programmatic staff) x \$225 = \$1,575, rounded up to \$1,600.

Airfare	\$500.00	\$4,212.00	0.00%
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Description

Provides for airfare to and from professional conferences or meetings outside of the Los Angeles area. Travel is expected across the state and nationwide for national summits/forums/conferences.

Lodging	\$1,000.00	\$8,910.00	0.00%
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Description

Provides for lodging at multi-day conferences or meetings outside of the Los Angeles area. Travel is expected across the state and nationwide for national summits/forums/conferences.

Per Diem	\$250.00	\$3,402.00	0.00%
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Description

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

Other Travel Expenses	\$250.00	\$1,458.00	0.00%
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Description

Provides for travel related expenses outside LA County such as airport parking, cab/ride share, train/public transportation.

Conference/Training Registrations	\$15,500.00	\$8,000.00	0.00%
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Description

Provides for registration expenses for professional conferences and specialized in house training and workshops for the Health Systems staff to support the 2020-2028 Strategic Plan activities. Also provides for online and in-person professional development training specific to the Administrative Assistant role on a variety of department support topics. Activities may complement organization-wide training, including focus on development of specific and general content knowledge, as needed. The amount is based on FY20-21 anticipated expenditures. For 8 FTE, that equals \$1,000/staff.

Office/Center/Team Name: Center for Child & Family Impact/Center Support Team

Authorized Positions:

Position	#
Executive Vice President	1
Senior Strategist	2
Executive Assistant and Center Coordinator	1
Total:	4

Overview:

In addition to the four functionally focused teams (ECE, Communities, Families, and Health) reporting to the Executive Vice President, intentional efforts led by the EVP will continue to focus on strengthening integration internally and externally. For example, the Center will continue to build upon work underway creating regional cross-functional teams to align and integrate the work of ECE, Health, and Families with Communities. Similarly, efforts are underway and will be accelerated to align the work of the Health and Families teams, both of which work closely with many of the same external partners.

To support the work of the Center for Child and Family Impact, a team of partnership-focused staff within the Center Support Team will:

- Represent First 5 LA at multi-sector, cross-cutting tables where multiple early childhood issues are discussed, First 5 LA's voice is requested to elevate an early childhood perspective, or where multiple teams at First 5 LA work with the same external partner and no other staff lead is identified. Two critical partnership areas of focus for this support team include philanthropic, county, and other system partners.
- Support sustainability efforts, especially sustainability initiatives which require complex, cross-cutting relationship management. Examples of critical cross-cutting partnerships focused on sustainability include First 5 LA's work with Medi-Cal funded health insurance plans in LA County, and the integration of various home visiting funding streams to maximize resources for LA County's children and families.

Advancing the goals outlined in the Strategic Plan will be the primary focus of the Center for Child and Family Impact. In practice, this means each team will:

- Drive the development and execution of an array of tactics consistent with First 5 LA's approach to system change (policy, practice and will building) including communications, data, learning, and research
- Increase knowledge about child development and child and family serving systems within LA County, including how services are funded, provided, and regulated; how families with young children access and

receive services; the impact different levels of government have on systems; and the role different components of the system have on priority outcomes coordinated with our Indicator's report

- Partner with the Center for Operational Excellence to redesign and consistently implement processes to enable the strategic plan, aligned with First 5 LA's position as a public agency
- Cultivate, develop, and manage partnerships across multiple sectors necessary to advance systems change goals

CST Priorities for FY 22-23:

- *County Partnerships:* The County Partnership Fund has 3 primary categories
 - 1) *Prevention* – This includes our longstanding partnership with the LA County's Office of Child Protection, the work led by the Department of Children and Family Services (DCFS) with the Thriving Families Safer Children Initiative and planning/implementation of the new federal Families First Prevention Services Act (FFPSA), the emerging Community Family Resource Center project in the Antelope Valley, and the County's efforts to implement a new Office of Prevention Services.
 - 2) *Economic Security* – Serving as a Strategic Liaison for the Center for Strategic Partnerships focusing their economic security strategy, including food security, towards young children and families.
 - 3) *Emerging Opportunities* – Cultivating opportunities arising from the County that align to priority areas of our work for families and children prenatal to 5 years of age.
- *Sustainability:* To support First 5 LA's efforts to create sustainable financing mechanisms for its investment and priority areas, including home visiting programs, there are two categories of funding proposed:
 - 1) *Infrastructure Support for Sustainability and Health Planning:* This includes funding to continue engaging expert consultation in the healthcare field to inform our strategies and efforts as well as funding to develop an infrastructure to support sustainable financing mechanisms.
 - 2) *Medi-Cal Administrative Activities Implementation Support:* This funding is to pay administrative fees to the LA County Department of Public Health (DPH) Auditor Controller for activities related to securing reimbursement for the Maternal and Child Health Access (MCHA) Welcome Baby program billing for County-Based Medi-Cal Administrative Activities (CMAA).
- *Strategic Partnerships' Cross-Cutting Funder Partnerships:* LA Funders Collaborative, LA County's Center for Strategic Partnerships (CSP), Bold Vision, LA-N-Sync, Southern California Grantmakers (SCG)
 - 1) Bold Vision 2028 is a philanthropic-led effort which seeks to leverage the opportunity of the 2028 Olympics by creating a cross-sector collaboration to significantly expand economic vitality and shared prosperity for all Angelenos by 2028.

- 2) CSP operational support, an initiative of SCG, is a collaboration between government and philanthropy that is located within the Los Angeles County Chief Executive Office. The CST will also support/serve as point of contact to SCG, the LA Partnership for Early Childhood Investment and LA N Sync with the budget for these items housed within First 5's Office of Government Affairs and Public Policy (OGAPP).

CENTER FOR CHILD AND FAMILY IMPACT

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	595,731	595,731	350,000	671,047	75,315
Total Employee Benefits	155,350	155,350	90,000	148,199	(7,151)
Equity Adjustment				7,624	
Total Personnel Services	751,081	751,081	440,000	826,870	68,165
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Transportation	500	500	-	500	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	4,800	4,800	3,000	4,800	-
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	1,500	1,500	163	1,500	-
6265 Subscriptions & Publications	250	250	-	250	-
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	5,300	5,300	-	5,000	(300)
6315 Divisional Capacity Building	35,000	35,000	3,000	30,000	(5,000)
Total Operating Services	47,350	47,350	6,163	42,050	(5,300)
Consultant Services					
6410 Consultant Fees	25,000	25,000	100,000	150,000	125,000
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	25,000	25,000	100,000	150,000	125,000
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	3,000	3,000	-	3,000	-
6620 Lodging	3,000	3,000	-	3,000	-
6640 Per Diem	1,500	1,500	-	1,500	-
6650 Other Travel Expense	1,500	1,500	-	1,500	-
Total Travel Expenses	9,000	9,000	-	9,000	-
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	4,500	4,500	1,522	4,500	-
6850 External Education/Training	-	-	-	-	-
Total Professional Development	4,500	4,500	1,522	4,500	-
Total OPERATING EXPENSES	836,931	836,931	547,685	1,033,420	188,865

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Center for Child and Family Impact Support	\$836,931.00	\$1,033,420.00	23.48%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$595,731.00	\$671,047.00	0.00%

Description

Social Security Tax \$155,350.00 \$155,823.00 0.00%

Description

Mileage, Parking and Other Transportation \$500.00 \$500.00 0.00%

Description

Provides for expense reimbursement for up to 4 staff that use their private vehicles and ride-share services in the course of conducting commission business. During FY 2022-2022, Center Support Team may participate in external meetings and events beginning in 2022. 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 \$4,800.00 \$4,800.00 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 4 full-time staff. Due to the cell phone and internet reimbursements provided agency wide, the increase reflects 12 months of both cell phone and internet reimbursement at \$100 a month for 4 full-time staff reimbursements.

Office Supplies \$1,500.00 \$1,500.00 0.00%

Description

Provides for consumable office supplies for the team. As the team continues to work remotely and in a hybrid environment, the individual expenses per employee may include ink, toner, paper, etc. and will vary in frequency, use, and cost.

Subscriptions & Publications \$250.00 \$250.00 0.00%

Description

Provides resources for subscriptions to publications to support CCFI's work.

Budget Fiscal Year: 2022 - 2023	Status: Proposed
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Internal Meetings	\$5,300.00	\$5,000.00	0.00%
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Description

Provides for expenses related to internal meetings for Team planning, contractor/partner meetings, and internal reflection and learning sessions. These meetings may include external partners such as Commissioners, consultants, and contractors. Meeting expenses may include facility rentals, catering, meeting materials, etc.

Division Capacity Building	\$35,000.00	\$30,000.00	0.00%
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Description

Provides for expenses related to capacity building for CCFI 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.

Consultant Fees	\$25,000.00	\$150,000.00	0.00%
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Description

Provides for consultant support for CCFI for facilitation support, content and/or core capability-specific trainings and workshops such as consultants for team building/retreats, promotion of integration work, as well as support from Center for Collective Wisdom.

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

Airfare	\$3,000.00	\$3,000.00	0.00%
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Description

Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.

Lodging	\$3,000.00	\$3,000.00	0.00%
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Description

Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. All expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

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

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

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

Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Conference/Training Registrations	\$4,500.00	\$4,500.00	0.00%
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Description

Provides for registration expenses for professional conferences that maybe held virtually and for those that may resume in-person.

OFFICES

EXECUTIVE DIRECTOR'S OFFICE - SUMMARY FY 2022-23

	FY 2021-22						BOC	Proposed Budget	Variance
	Revised Budget	Executive Director's Office	Office of Data for Action	Office of Communications	Office of Equity, Strategy and Public Policy	Office of Gov Affairs			
Personnel Services									
Salaries									
Total Salaries	4,274,406	970,740	760,235	842,436	664,613	945,862	4,189,886	(80,520)	
Total Employee Benefits	1,288,401	300,124	219,464	251,987	210,703	265,032	1,246,310	(45,091)	
Equity Adjustment		11,030	8,638	9,572	7,351	10,747	47,537		
Total Personnel Services	5,562,807	1,281,893	988,337	1,105,995	882,867	1,219,641	5,476,733	(133,611)	
Operating Services									
6205 ADP-Payroll	-	-	-	-	-	-	-	-	
6210 Worker's Compensation Insurance	-	-	-	-	-	-	-	-	
6215 Utilities	-	-	-	-	-	-	-	-	
6220 Corporate Insurance	-	-	-	-	-	-	-	-	
6225 Mileage, Parking and Other Transportation	8,700	1,030	350	3,000	2,000	4,500	13,880	5,180	
6230 Telephone	46,800	7,416	8,400	12,000	7,200	10,800	45,816	(984)	
6235 Cell Phone & Mobile Devices	500	-	-	-	-	1,250	1,250	750	
6240 Outside Printing & Publishing	250	-	-	-	-	-	250	-	
6245 Other Supplies	-	-	-	-	-	-	-	-	
6250 Postage & Delivery	1,600	-	-	-	-	-	-	-	
6255 Educational Supplies	17,800	3,090	350	6,000	600	900	1,500	(100)	
6260 Office Supplies	23,947	10,000	250	10,000	320	2,250	17,690	(110)	
6265 Subscriptions & Publications	-	-	-	-	-	-	24,570	623	
6270 Capital Outlay	-	-	-	-	-	-	-	-	
6275 Equipment-Rents & Leases	-	-	-	-	-	-	-	-	
6280 Building Repair & Maintenance	-	-	-	-	-	-	-	-	
6285 Equipment Repairs & Maintenance	9,000	-	-	-	-	-	-	-	
6290 Offsite Storage	3,480	-	-	10,000	-	-	10,000	1,000	
6295 Hardware & Software Maintenance	50,000	-	-	3,500	-	-	3,500	20	
6300 Miscellaneous/Contingency	2,100	-	-	-	-	-	-	-	
6305 Stipend/Honorarium	33,000	15,000	6,000	11,000	5,000	2,500	47,500	(2,100)	
6310 Internal Meetings	-	-	-	-	-	-	-	-	
6315 Divisional Capacity Building	-	-	-	-	-	-	-	-	
Total Operating Services	197,177	76,536	15,350	55,500	18,120	36,200	215,956	18,779	
Consultant Services									
6410 Consultant Fees	607,500	-	16,000	-	450,000	-	486,000	(121,500)	
6420 Other Professional Fees	-	-	-	-	-	-	-	-	
6430 External Reviewers	-	-	-	-	-	-	-	-	
Total Consultant Services	607,500	16,000	-	-	450,000	-	486,000	(121,500)	
Professional Services									
6510 Audit	-	-	-	-	-	-	-	-	
6520 Legal Fees	225,000	225,000	-	-	-	-	225,000	-	
6540 Professional Dues	5,623	11,000	945	3,000	1,350	-	16,295	10,672	
6550 Staff Recruitment	-	-	-	-	-	-	-	-	
6560 Commissioners Stipends	23,000	-	-	-	-	-	20,000	(3,000)	
6570 Web-Based Services	-	-	-	-	-	-	-	-	
6580 Bank & Other Service Charges	-	-	-	-	-	-	-	-	
Total Professional Services	253,623	236,000	945	3,000	1,350	-	261,295	7,672	
Travel Expenses									
6610 Airfare	8,500	3,240	4,200	10,000	1,500	24,000	43,940	35,440	
6620 Lodging	8,700	2,430	4,200	15,000	2,000	6,000	30,630	21,930	
6640 Per Diem	4,650	1,620	1,400	10,000	1,500	4,350	19,620	14,970	
6650 Other Travel Expense	2,000	405	700	-	500	1,500	3,355	1,355	
Total Travel Expenses	23,850	7,695	10,500	35,000	5,500	35,850	97,545	73,695	
Professional Development									
6810 Training Materials & Supplies	2,500	-	700	1,000	-	1,000	2,700	200	
6820 Internal Training	21,000	-	10,000	5,000	-	6,400	21,400	400	
6850 Leadership Programs	-	-	-	-	-	-	-	-	
6840 Conference Registrations	44,500	2,000	7,000	20,000	9,000	9,000	48,500	4,000	
6850 External Education/Training	14,500	7,000	5,000	5,000	750	6,000	18,750	4,250	
Total Professional Development	82,500	2,000	24,700	31,000	9,750	22,400	91,350	8,850	
Total OPERATING EXPENSES	6,727,457	1,604,124	1,055,832	1,228,495	1,367,587	1,314,091	6,628,879	(146,115)	

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
Board Relations Associate	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, led by an Organization Engagement Manager. Key organization engagement responsibilities include managing staff meetings, coordinating with others to improve staff access to critical information, promoting effective information sharing, and supporting more effective organization-wide 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, organization, and Leadership Team engagement is done through organization-wide collaboration and a focus diversity, equity, and inclusion.

Key projects for the Executive Director’s Office for FY 22-23 include:

- Refining an organization engagement strategy which includes organization activities, employee resource groups, internal engagement calendars, all team surveys, and shared organization-wide strategies for internal communication and knowledge management

- Collaborating with others to clarify knowledge management and sharing practices as a critical component of organization engagement
- Refining First 5 LA's bylaws, planning Board meetings for 2023, conducting Board surveys, supporting a transition in Board leadership, and documenting standard operating procedures for Board governance
- Managing organization-wide legal services support
- Coordinating First 5 LA's transition toward hybrid work

EXECUTIVE DIRECTOR'S OFFICE

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	926,709	926,709	900,000	970,740	44,031
Total Employee Benefits	302,833	302,833	207,377	300,124	(2,709)
Equity Adjustment				11,030	
Total Personnel Services	1,229,542	1,229,542	1,107,377	1,281,893	41,322
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Transportation	1,000	1,000	1,200	1,030	30
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	7,200	7,200	8,000	7,416	216
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	3,000	3,000	3,000	3,090	90
6265 Subscriptions & Publications	-	-	-	-	-
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	50,000	50,000	50,000	50,000	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	6,000	6,000	12,000	15,000	(6,000)
6315 Division Capacity Building	-	-	-	-	-
Total Operating Services	67,200	67,200	74,200	76,536	(5,664)
Consultant Services					
6410 Consultant Fees	-	-	-	-	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	-	-	-	-	-
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	225,000	225,000	250,000	225,000	11,000
6540 Professional Dues	-	-	-	11,000	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	11,000
Total Professional Services	225,000	225,000	250,000	236,000	22,000
Travel Expenses					
6610 Airfare	2,000	2,000	3,500	3,240	1,240
6620 Lodging	1,500	1,500	600	2,430	930
6640 Per Diem	1,000	1,000	500	1,620	620
6650 Other Travel Expense	250	250	-	405	155
Total Travel Expenses	4,750	4,750	4,600	7,695	2,945
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	2,000	2,000	1,500	2,000	-
6850 External Education/Training	-	-	-	-	-
Total Professional Development	2,000	2,000	1,500	2,000	-
Total OPERATING EXPENSES	1,528,492	1,528,492	1,437,677	1,604,124	60,603

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Executive Directors Office	\$1,528,492.00	\$1,604,125.00	4.95%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$926,709.00	\$970,740.00	0.00%

Description

Social Security Tax \$302,833.00 \$311,154.00 0.00%

Description

Mileage, Parking and Other Transportation \$1,000.00 \$1,030.00 0.00%

Description

Cell Phone & Mobile Devices \$7,200.00 \$7,416.00 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 \$3,000.00 \$3,090.00 0.00%

Description

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

Description

Funding for unforeseen expenses, emerging opportunities, and contingencies.

Internal Meetings \$6,000.00 \$15,000.00 0.00%

Description

Transferring \$9,000 from Human Resources and Talent Management for the cost of organization-wide activities, which is now part of the organization engagement work.

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

Description

Professional Dues	\$0.00	\$11,000.00	0.00%
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Description

Funding transferred from Human Resources and Talent Management to support First 5 LA's memberships for affinity groups.

Airfare	\$2,000.00	\$3,240.00	0.00%
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Description

Lodging	\$1,500.00	\$2,430.00	0.00%
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Description

Per Diem	\$1,000.00	\$1,620.00	0.00%
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Description

Other Travel Expenses	\$250.00	\$405.00	0.00%
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Description

Conference/Training Registrations	\$2,000.00	\$2,000.00	0.00%
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Description

BOARD OF COMMISSIONERS

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	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 Transp	1,500	1,500	500	3,000	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	2,000	2,000	250	3,000	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	3,500	3,500	680	8,000	4,500
Total Operating Services	7,250	7,250	1,430	14,250	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	23,000	23,000	6,300	20,000	(3,000)
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	23,000	23,000	6,300	20,000	(3,000)
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	250	250	-	250	-
Total Travel Expenses	3,000	3,000	-	3,000	-
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	1,500	1,500	-	1,500	-
6850 External Education/Training	-	-	-	-	-
Total Professional Development	1,500	1,500	-	1,500	-
Total OPERATING EXPENSES	54,750	54,750	7,730	58,750	4,000

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Board of Commissioners	\$54,750.00	\$58,750.00	7.31%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Mileage, Parking and Other Transportation	\$1,500.00	\$3,000.00	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 \$2,000.00 \$3,000.00 0.00%

Description
Provides for general office supplies used for administrative support to the Board of Commissioners.

Internal Meetings \$3,500.00 \$8,000.00 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 \$23,000.00 \$20,000.00 0.00%

Description
Provides stipends to Commissioners who participate in regularly scheduled meetings (via conference call or in-person), Commission, Closed Session, Executive Committee, Budget & Finance Committee, Program & Planning Committee, Ad hoc Committee and special meetings.

Airfare \$1,000.00 \$1,000.00 0.00%

Description
Provides airfare expenses to and from professional conferences and seminars outside of Los Angeles area.

Lodging \$1,000.00 \$1,000.00 0.00%

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

Per Diem	\$750.00	\$750.00	0.00%
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Description

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

Other Travel Expenses	\$250.00	\$250.00	0.00%
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Description

Provides for miscellaneous expenses when Commissioners are travelling outside of LA County on First 5 LA's business. Expenses may include taxi, ride-share and other travel expenses that doesn't fit into other travel categories.

Conference/Training Registrations	\$1,500.00	\$1,500.00	0.00%
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Description

Provides for registration expenses for professional conferences and/or seminars.

Office/Center/Team Name: Office of Communications

Authorized Positions:

Position	#
Chief Communications Officer	1
Manager, Strategic Initiatives	1
Manager, Marketing Strategies	1
Manager, Internal Communications	1
Graphic Designer	1
Digital Content Specialist	1
Communications Specialist	1
Writer & Editor	1
Administrative Assistant	1
Total:	9

Overview:

First 5 LA's 2020-2028 Strategic Plan acknowledges that communications strategies are critical to advancing First 5 LA's priorities. Aligned with the Strategic Plan, communications and marketing will continue to be used to amplify our advocacy efforts and build public will to catalyze policy and systems change to achieve equitable futures for all L.A. County children and their families. While all Teams and Offices are responsible for communicating their work internally and externally, The Office of Communications is responsible for:

- Ongoing development and implementation of strategic communications, marketing and internal communications efforts that build First 5 LA's reputation as an advocate, systems change agent and trusted source of information.
- Creating urgency to address issues and improve conditions impacting early childhood development by engaging and educating diverse internal and external audiences with an emphasis on influencing decision makers.
- Building policymaker understanding and public will to strengthen First 5 LA's advocacy efforts across diverse audiences, with the goal to inform and influence decisions to prioritize young children.
- Aligning communications expertise, including but not limited to strategic planning, message development, branding, editorial storytelling, and media placement and advertising, working in partnership across Center Teams and Offices to plan and design strategies that achieve targeted goals.

Priorities for FY22-23:

- Strengthen the impact of core communications vehicles and channels developed and maintained by OOC, such as the website, internal and external newsletters and social media platforms (Facebook, Twitter, Instagram, LinkedIn).
- Drive and consult on communications strategies centered on our value of diversity, equity and inclusion to further advance priorities of Center teams and Offices. This emphasis is in consideration of communications tactics that can be deployed to achieve impact, such as through message development, branding, editorial storytelling, and media placement and advertising to reach diverse audiences.
- Apply learnings from past strategic partnerships of directly funding organizations and news outlets supporting coverage of early childhood issues by participating in a more cost effective and efficient partnership with other potential funders, such as the LA Partnership for Early Childhood Investment.
- Build upon FY21-22 work with the Office of Government Affairs & Public Policy (OGAPP) to develop foundational materials and related communications campaigns highlighting why early childhood development and systems change matter.
- Solicitation and selection of new vendors to provide writing and editorial, and translation and interpretation services, respectively, to further center communications work on our value of diversity, equity, and inclusion, and support the growing demand for content development expertise across Teams and Offices.
- Support First 5 LA's transition to a hybrid work organization through communications that builds alignment and engagement between employees, Teams and Offices. This includes First 5 LA's operations and anticipated communications needs, such as creating a welcoming environment for the return to voluntary on-site work.

OFFICE OF COMMUNICATIONS

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	1,001,160	474,796	855,240	842,436	367,640
Total Employee Benefits	316,652	159,361	260,432	251,987	92,626
Equity Adjustment				9,572	
Total Personnel Services	1,317,812	634,157	1,115,672	1,103,995	460,266
Operating Services					
6205 ADP-Payroll			-	-	-
6210 Worker's Compensation Insurance			-	-	-
6215 Utilities			-	-	-
6220 Corporate Insurance			-	-	-
6225 Mileage, Parking and Other Transp	3,000	3,000	2,000	3,000	-
6230 Telephone			-	-	-
6235 Cell Phone & Mobile Devices	12,000	12,000	11,200	12,000	-
6240 Outside Printing & Publishing			-	-	-
6245 Other Supplies			-	-	-
6250 Postage & Delivery			-	-	-
6255 Educational Supplies			500	-	-
6260 Office Supplies	6,000	6,000	400	6,000	-
6265 Subscriptions & Publications	9,597	9,597	2,000	10,000	403
6270 Capital Outlay			-	-	-
6275 Equipment-Rents & Leases			-	-	-
6280 Building Repair & Maintenance			-	-	-
6285 Equipment Repairs & Maintenance			-	-	-
6290 Offsite Storage	9,000	9,000	-	10,000	1,000
6295 Hardware & Software Maintenance	3,480	3,480	-	3,500	20
6300 Miscellaneous/Contingency			-	-	-
6305 Stipend/Honorarium			2,000	-	-
6310 Internal Meetings	11,500	11,500	3,000	11,000	(500)
Total Operating Services	54,577	54,577	21,100	55,500	923
Consultant Services					
6410 Consultant Fees	-	-	420,000	-	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	-	-	420,000	-	-
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	3,328	3,328	270	3,000	(328)
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	3,328	3,328	270	3,000	(328)
Travel Expenses					
6610 Airfare			-	10,000	10,000
6620 Lodging			-	15,000	15,000
6640 Per Diem			-	10,000	10,000
6650 Other Travel Expense			-	-	-
Total Travel Expenses	-	-	-	35,000	35,000
Professional Development					
6810 Training Materials & Supplies	1,000	1,000	-	1,000	-
6820 Internal Training	6,000	6,000	-	5,000	(1,000)
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	31,000	(1,000)
Total OPERATING EXPENSES	1,407,717	724,062	1,598,187	1,228,495	494,861

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Office of Communications	\$1,407,717.00	\$1,228,495.00	-12.73%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$1,001,160.00	\$842,436.00	0.00%

Description

Social Security Tax \$316,652.00 \$261,559.00 0.00%

Description

Mileage, Parking and Other Transportation \$3,000.00 \$3,000.00 0.00%

Description

The Mileage & Parking Expense budget is based on an average annual per-person reimbursement of \$300 for a 10person Office, for a total of \$3,000.

Cell Phone & Mobile Devices \$12,000.00 \$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 \$6,000.

Subscriptions & Publications \$9,597.00 \$10,000.00 0.00%

Description

Anticipated costs for Subscriptions and Publications are estimated at \$10000 for FY 19-20 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 \$10,000.00 0.00%

Description

Offsite storage unit rent has increased to \$850 per month x 12.

Hardware & Software Maintenance \$3,480.00 \$3,500.00 0.00%

Description

The hardware and software maintenance budget is estimated at \$3,500.

Internal Meetings \$11,500.00 \$11,000.00 0.00%

Description

In FY 22-23 the Office of Communications anticipates spending \$11,000 for internal meetings.

Professional Dues \$3,328.00 \$3,000.00 0.00%

Description

The general Professional Dues budget is estimated at \$3,000.

Airfare \$0.00 \$10,000.00 0.00%

Description

In FY 22-23 the Office of Communications anticipates spending \$10,000 to send several staff members to conferences.

Lodging	\$0.00	\$15,000.00	0.00%
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Description

In FY 22-23 the Office of Communications anticipates spending \$15,000 to send several staff members to conferences.

Per Diem	\$0.00	\$10,000.00	0.00%
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Description

In FY 22-23 the Office of Communications anticipates spending \$10,000 for per diem.

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

The proposed amount of \$1,000 for Training Materials and Supplies is based upon needs and expenditures for Communications training, planning and professional development purposes.

Internal Training	\$6,000.00	\$5,000.00	0.00%
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Description

Funds will be used for training of staff on the foundational skills required in communications work: marketing, writing, relationship building, branding and reputation, content creation, messaging, and social media engagement.

Conference/Training Registrations	\$20,000.00	\$20,000.00	0.00%
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Description

In FY 22-23 the Office of Communications anticipates spending \$20,000 to send several staff members to conferences. The proposed amount is based on average costs for registration, taking advantage of “early bird” and/or nonprofit rates, based on historical information and current research.

External Education/Training	\$5,000.00	\$5,000.00	0.00%
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Description

Funds will be used for external training of staff on the foundational skills required in communications work: marketing, writing, relationship building, branding and reputation, content creation, messaging, and social media engagement.

Office/Center/Team Name: Office of Data for Action

Authorized Positions:

Position	#
Chief Data Officer	1
Data Strategy Manager	2
Data Strategy Specialists	4
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. The Data Strategy is intended to articulate First 5 LA’s data priorities and the work we will undertake to address those priorities.
- Providing leadership for the ongoing alignment, refinement and implementation of the Impact Framework, which measures progress towards achieving the outcomes specified in the Strategic Plan. Additionally, ODFA will regularly produce and disseminate indicator reports and other products 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 approach, 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 22-23:

Following is a brief summary of the critical work the Office of Data for Action will be leading in FY 22-23 in support of Strategic Plan implementation.

- ODFA will co-design and oversee the development of the Data Strategy including stakeholder engagement. We will also collaborate with various stakeholders (e.g., staff, contractors and external partners) to develop an implementation plan that outlines the work we will undertake to address our data priorities.
- ODFA will lead the continued development and refinement of the Impact Framework. The emphasis in FY 22-23 will be refining result and long-term system outcome indicators, updating the measurement plan including data sources for any new or revised indicators, and producing and disseminating an indicator report.

- ODFA will lead the Annual Reporting process to First 5 California. Additionally, we will facilitate 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 reached by the agencies and systems we support.
- 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 Officer to support our systems change efforts and provide data for the Impact Framework. A goal for FY 22-23 is to determine how these partnerships will advance the data priorities identified in the Data Strategy.

OFFICE OF DATA FOR ACTION

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	814,697	814,697	550,000	760,235	(54,462)
Total Employee Benefits	204,265	204,265	200,000	219,464	15,199
Equity Adjustment				8,638	
Total Personnel Services	1,018,962	1,018,962	750,000	988,337	(39,263)
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Transp	700	700	700	350	(350)
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	8,400	8,400	9,000	8,400	-
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	700	700	500	350	(350)
6265 Subscriptions & Publications	500	500	500	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	6,000	6,000	6,000	6,000	-
6315 Divisional Capacity Building	-	-	-	-	-
Total Operating Services	16,300	16,300	16,700	15,350	(950)
Consultant Services					
6410 Consultant Fees	20,000	20,000	20,000	16,000	(4,000)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	20,000	20,000	20,000	16,000	(4,000)
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	945	945	1,000	945	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	945	945	1,000	945	-
Travel Expenses					
6610 Airfare	4,000	4,000	3,000	4,200	200
6620 Lodging	4,200	4,200	3,000	4,200	-
6640 Per Diem	1,400	1,400	1,500	1,400	-
6650 Other Travel Expense	1,000	1,000	1,000	700	(300)
Total Travel Expenses	10,600	10,600	8,500	10,500	(100)
Professional Development					
6810 Training Materials & Supplies	500	500	500	700	200
6820 Internal Training	10,000	10,000	10,000	10,000	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	7,000	7,000	7,000	7,000	-
6850 External Education/Training	7,000	7,000	7,000	7,000	-
Total Professional Development	24,500	24,500	24,500	24,700	200
Total OPERATING EXPENSES	1,091,307	1,091,307	820,700	1,055,832	(44,113)

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Office of Data for Action	\$1,091,307.00	\$1,055,832.00	-3.25%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$814,697.00	\$760,235.00	0.00%

Description

Social Security Tax \$204,265.00 \$228,102.00 0.00%

Description

Mileage, Parking and Other Transportation \$700.00 \$350.00 0.00%

Description

Provides for expense reimbursement for \$50 for up to seven staff should they use their private vehicles or ride-share services in the course of conducting commission business. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.

Cell Phone & Mobile Devices \$8,400.00 \$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 of \$100 per month for use of his/her personal mobile device. Cell phone reimbursements will be paid for up to seven staff.

Office Supplies \$700.00 \$350.00 0.00%

Description

Provides for consumable office supplies at an estimate of \$50 for up to seven staff.

Subscriptions & Publications \$500.00 \$250.00 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 internal ODFA meetings and 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.

Consultant Fees	\$20,000.00	\$16,000.00	0.00%
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Description

Provides up to \$4,000 for consultant support with designing, planning, facilitating, documenting and supporting action items related to quarterly ODFA retreats for team-building, reflection, recalibration and short- and long-term planning in support of organizational and ODFA-specific goals.

Professional Dues	\$945.00	\$945.00	0.00%
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Description

Provides for membership to the American Evaluation Association. Membership is \$135 per person per year for up to seven staff.

Airfare	\$4,000.00	\$4,200.00	0.00%
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Description

Provides for airfare up to \$600 for seven staff to attend professional conferences, meetings or business-related trainings outside of Los Angeles area. 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.

Lodging	\$4,200.00	\$4,200.00	0.00%
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Description

Provides for lodging expenses up to \$600 for seven staff while attending 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. 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.

Per Diem	\$1,400.00	\$1,400.00	0.00%
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Description

Provides for various daily expenses incurred by seven staff while attending professional conferences, trainings or meetings outside of Los Angeles County or greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Other Travel Expenses	\$1,000.00	\$700.00	0.00%
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Description

Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Training Materials and Supplies	\$500.00	\$700.00	0.00%
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Description

Provides for expenses such as books, videos, and other educational resources related to enhancing staff core capabilities in measurement, evaluation, data visualization, data-driven decision-making, adult learning, organizational performance, and/or individual professional development. Costs were estimated at up to \$100 for seven staff.

Internal Training	\$10,000.00	\$10,000.00	0.00%
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Description

Provides for resources for two virtual or onsite trainings at \$5,000 per training. The amount is based on historical expenditures for similar staff learning opportunities on highly technical subject matter. Following public health guidance, internal trainings are anticipated to be fully virtual in the first two quarters of the fiscal year.

Conference/Training Registrations	\$7,000.00	\$7,000.00	0.00%
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Description

Provides for registration expenses of \$1,000 for professional conferences and trainings for up to seven staff. Examples 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 any expenses.

External Education/Training	\$7,000.00	\$7,000.00	0.00%
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Description

Provides for registration expenses for Technical skills training for 7 FTEs at \$1,000 each. Examples include Claremont Graduate University Professional Development Series and The Evaluator's Institute. Approval from the Chief Data Officer will be obtained prior to incurring any expenses. Following public health guidance, this line item accounts for less travel and participation in virtual learning

Office/Center/Team Name: Office of Equity, Strategy, and Learning

Authorized Positions:

Position	#
Chief Transformation Officer	1
Senior Strategists	2
Project Manager	1
Administrative Coordinator	1
Total:	5

Overview:

The Office of Equity, Strategy and Learning (OESL) is a centralized function at First 5 LA led by a Chief Transformation Officer (Antoinette Andrews Bush), who reports to the Executive Director. The OESL team is responsible for the following:

- Coordinating the integration of multiple organization-wide processes into a cohesive approach to focus, prioritize, implement, and refine the FY2020-2028 Strategic Plan.
- Facilitating an organization-wide approach to improving culture and embedding First 5 LA’s values (Collaboration, Learning, Integrity, and Diversity, Equity, and Inclusion) into our internal and external work.

Priorities for FY 22-23:

1. Work Planning and Resource Forecasting Management

- Transition from annual work planning to a multi-year work planning process that represents stronger forecasting of our systems change work, annual budgets, and long-term financial plan.

2. Strategic Plan Review and Refinement

- Incorporate learning from the first two years of strategic plan implementation to inform First 5 LA’s first 3-Year Review and Refinement Cycle of the FY2020-2028 Strategic Plan.

3. Diversity, Equity and Inclusion (DEI)

- Operationalize recommendations from the employee-led DEI Governance Board to embed DEI more explicitly into our internal and external work.
- Formalize internal structures and processes to sustain First 5 LA’s DEI commitments beyond engagement with the Seed Collaborative, LLC (First 5 LA’s DEI consultant).

4. Learning and Talent Development Strategy

- Work in partnership with the Human Resources and Talent Management team to develop a robust learning and talent development strategy for First 5 LA staff that supports strategic plan implementation.

5. Team-Specific Learning and Development

- Strengthen the OESL team’s ability to fulfill its essential duties and responsibilities and to support First 5 LA’s ongoing transformation.

OFFICE OF EQUITY, STRATEGY AND LEARNING

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	474,796	474,796	520,000	664,613	189,816
Total Employee Benefits	159,361	159,361	140,000	210,703	51,342
Equity Adjustment				7,551	
Total Personnel Services	634,157	634,157	660,000	882,867	241,158
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Transp	2,000	2,000	2,000	2,000	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	7,200	7,200	6,500	7,200	-
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	600	600	600	600	-
6260 Office Supplies	3,600	3,600	3,250	3,000	(600)
6265 Subscriptions & Publications	250	250	250	320	70,00
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	2,000	-	(2,100,00)
6310 Internal Meetings	3,000	3,000	2,200	5,000	2,000
Total Operating Services	18,750	18,750	16,800	18,120	(630)
Consultant Services					
6410 Consultant Fees	567,500	567,500	470,000	450,000	(117,500)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	567,500	567,500	470,000	450,000	(117,500)
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	1,350	1,350	850	1,350	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	1,350	1,350	850	1,350	-
Travel Expenses					
6610 Airfare	1,500	1,500	1,500	1,500	-
6620 Lodging	2,000	2,000	2,000	2,000	-
6640 Per Diem	1,500	1,500	1,500	1,500	-
6650 Other Travel Expense	500	500	500	500	-
Total Travel Expenses	5,500	5,500	5,500	5,500	-
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	9,000	9,000	8,000	9,000	-
6850 External Education/Training	-	-	-	750	750
Total Professional Development	9,000	9,000	8,000	9,750	750
Total OPERATING EXPENSES	1,236,257	1,236,257	1,161,150	1,367,587	123,778

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Office of Equity, Strategy, & Learning	\$1,236,257.00	\$1,367,587.00	10.62%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$474,796.00	\$664,613.00	0.00%

Description

Social Security Tax \$159,361.00 \$218,254.00 0.00%

Description

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

Description

Provides for expense reimbursement for up to five 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. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.

Cell Phone & Mobile Devices \$7,200.00 \$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 their personal mobile device and \$50 for internet usage. Cell phone and internet reimbursements will be paid up to six full-time staff (6 FTE x \$100 = \$600 x 12 months = \$7,200)

Educational Supplies \$600.00 \$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 \$120 per person for the fiscal year (5 FTE x \$120 = \$600).

Office Supplies \$3,600.00 \$3,000.00 0.00%

Description

Provides for consumable office supplies for six staff at an estimate of \$500 per year per employee. Anticipated expenditures support staff working in a hybrid context (in office and remotely) during the fiscal year.

Subscriptions & Publications	\$250.00	\$320.00	0.00%
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Description

Provides resource for subscriptions to publications, such as the Stanford Social Innovation Review (\$40 per year) and the Harvard Business Review (\$180 per year) to learn about research and practice-based approaches and experiences on a range of topics relevant to OESL’s work. Costs assume that five staff will share one account per subscription. An additional \$100 is included for additional subscriptions to publications that have relevance for OESL’s work over the course of the fiscal year.

Internal Meetings	\$3,000.00	\$5,000.00	0.00%
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Description

Provides resources for on-site and off-site staff planning sessions, contractor/partner meetings, and network-building sessions with external peers doing similar work. Meeting expenses may include facility rentals, catering, meeting materials, etc.

Consultant Fees	\$567,500.00	\$450,000.00	0.00%
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Description

Costs associated with current and anticipated consultant support in FY22-23:

1) Seed Collaborative, LLC (\$120,000): Final phase of Seed’s contract for process design and facilitation of the employee-driven Diversity, Equity, and Inclusion (DEI) Governance Board, development of a DEI assessment and action plan, and delivering staff and Board of Commissioners learning opportunities. This contract crosses fiscal years. Expenditures anticipated in FY 22-23 do not reflect total contract amount. Work with this consultant slated to end December 2022.

2) Center for Collective Wisdom (C4CW) (\$300,000): Next phase of work with C4CW to support continue thought partnership to First 5 LA in its application of four core competencies (leadership, living systems, community, and results) from C4CW’s Living Collective Wisdom framework. This work supports ongoing learning and organizational transformation aligned with the 2020-2028 Strategic Plan by:

- Improving internal structures and processes that support staff reflection on their work and implementation progress for ongoing strategy refinement
- Strengthening First 5 LA Leadership Team capabilities and other competencies to address areas of improvement and advance the work internally and externally
- Building internal staff capacity to sustain the results of the work beyond the C4CW contract

This contract crosses fiscal years. Expenditures anticipated in FY 22-23 do not reflect total contract amount. Work with this consultant is slated to end December 2023.

3) Content-Specific Consultant Support TBD (\$30,000): Resources to build the OESL team’s capacity to fulfill its essential duties and responsibilities (e.g., creation of DEI scorecard, building OESL’s internal expertise in organization development and change management, etc.)

Professional Dues	\$1,350.00	\$1,350.00	0.00%
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Description

Provides for membership to the Organizational Development Network, which is professional learning community of organizational development practitioners from around the world who exchange best practices, interact with thought leaders, and share access to leading edge tools and technologies. Membership is \$225 per person per year for up to six staff (\$225 x 6 staff = \$1,350)

Airfare	\$1,500.00	\$1,500.00	0.00%
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Description

Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include: Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, Organizational Development Network, and the Othering and Belonging Institute. Approval from the Chief Transformation 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.

Lodging	\$2,000.00	\$2,000.00	0.00%
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Description

Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Examples of anticipated conferences include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, Organizational Development Network, and the Othering and Belonging Institute. Approval from the Chief Transformation 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	\$1,500.00	\$1,500.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Other Travel Expenses	\$500.00	\$500.00	0.00%
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Description

Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Conference/Training Registrations	\$9,000.00	\$9,000.00	0.00%
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Description

Provides for registration expenses for professional conferences and training to support six OESL 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, UC Berkeley Othering and Belonging Institute, and University of Maryland Project Management Symposium. Conference fees range from \$200-\$875 per registration. Approval from the Chief Transformation Officer will be obtained prior to incurring any expenses.

External Education/Training	\$0.00	\$750.00	0.00%
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Description

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. These topics support staff in building their knowledge as they develop internal processes, tools, and structures to facilitate ongoing organizational transformation. Approval from the Chief Transformation 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	1
Senior Policy Analyst	1
Senior Government Affairs Strategist	1
Local Policy Specialist	1
Policy Analyst	2
Government Affairs Strategist	1
Administrative Coordinator	.5
Total:	8.5

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 the development of an integrated Policy Advocacy Fund.
- 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

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 22-23:

Following is a brief summary of the critical work the Office of Government Affairs and Public Policy is leading for FY22-23 in support of Strategic Plan implementation.

- OGAPP will lead development and launch of 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 refine 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 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	1,057,044	1,057,044	694,676	945,862	(111,182)
Total Employee Benefits	305,290	305,290	183,894	263,032	(42,258)
Equity Adjustment				10,747	
Total Personnel Services	1,362,334	1,362,334	878,570	1,219,641	(153,440)
Operating Services					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Transp	500	500	4,500	4,000
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	12,000	12,000	10,000	(1,200)
6240	Outside Printing & Publishing	1,000	500	1,250	750
6245	Other Supplies	-	-	-	-
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	1,000	1,000	900	(100)
6260	Office Supplies	2,500	2,500	2,250	(250)
6265	Subscriptions & Publications	13,600	13,600	110	14,000
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	7,500	3,000	1,000	2,500
	Total Operating Services	38,100	33,100	11,410	36,200
					3,100
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	-	-	24,000	24,000
6620	Lodging	-	-	6,000	6,000
6640	Per Diem	-	-	4,350	4,350
6650	Other Travel Expense	-	-	1,500	1,500
	Total Travel Expenses	-	-	35,850	35,850
Professional Development					
6810	Training Materials & Supplies	1,700	1,000	-	1,000
6820	Internal Training	7,500	5,000	-	6,400
6830	Leadership Programs	-	-	-	-
6840	Conference Registrations	7,500	5,000	3,000	9,000
6850	External Education/Training	7,500	2,500	-	6,000
	Total Professional Development	24,200	13,500	3,000	22,400
	Total OPERATING EXPENSES	1,424,634	1,408,934	892,980	1,314,091
					(105,590)

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Office of Government Affairs & Public Policy	\$1,408,934.00	\$1,314,091.00	-6.73%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$1,057,044.00	\$945,862.00	0.00%

Description

Social Security Tax \$305,290.00 \$273,779.00 0.00%

Description

Mileage, Parking and Other Transportation \$500.00 \$4,500.00 0.00%

Description

Increased funding to be constant for FY19-20 anticipating return to in person and hybrid work. Using the 2021 mileage rate of 56 cents per mile, this budget would cover mileage for up to 150 trips at 30 miles per trip (\$2,520) plus \$10 for parking per trip (\$1,500). An additional \$550 is included for longer than average trips, like meetings in the Antelope Valley, or higher than average parking rates. This budget allows for approximately \$30 per trip, which could cover cab fare and public transportation for trips not taken in personal cars. All travel funds are anticipated to be spent on policy-related work.

Cell Phone & Mobile Devices \$12,000.00 \$10,800.00 0.00%

Description

This budget assumes \$100/month for 12 months per position. OGAPP will continue to have 9 FTE approved staff position = 10,800

Outside Printing & Publishing \$500.00 \$1,250.00 0.00%

Description

Reduces FY 21-22 budget based on historic underspending. OGAPP occasionally needs to produce external facing documents and make copies while outside the office. This budget would allow the Department to produce 5 large color posters (\$250 each) or 700 double sided color handouts (\$1.78 each). Prices based on historic spending and quotes from FedEx

Educational Supplies \$1,000.00 \$900.00 0.00%

Description

OGAPP occasionally purchases supplies to advance the team's knowledge of leading policy research, recommendations, and issues, as well as for professional development. This budget assumes \$100 per person for educational supplies (9 staff total), 50% of which will be allocated for professional development (\$50) and 50% to advance policy work (\$50). This reflects a reduction of \$300 per person from FY 19-20 based on historic underspending.

Budget Fiscal Year: 2022 - 2023	Status: Proposed
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Office Supplies	\$2,500.00	\$2,250.00	0.00%
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Description

Reduces FY 22-23 spending based on historic underspending. This budget will provide up to \$250 per person for office supplies through FY 22-23, a decrease from \$330 per person in FY 19-20.

Subscriptions & Publications	\$13,600.00	\$14,000.00	0.00%
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Description

Holds FY 21-22 funding constant for FY 22-23. OGAPP's primary expense in this category is a subscription to Politico Pro California, a California-specific political and policy news service (\$8.265). The Office also subscribes to GovBuddy, a legislative monitoring service; the Capitol Morning Report; Capitol Track and other publications including the Stanford Social Innovation Review and Harvard Business Review.

Internal Meetings	\$3,000.00	\$2,500.00	0.00%
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Description

Anticipating the transition to hybrid work and in person meetings, this budget reduces FY 22-23 funding by \$2,500 from FY 19-20. Previously, OGAPP frequently hosted working meetings, and has historically spent the majority of its meeting expense budget, the Office is focused on reducing meeting expenses but also anticipates a higher budget than the last two years in mandatory telework. This budget will allow the Department to host 20 meetings at an average cost of \$125 per meeting.

Airfare	\$0.00	\$24,000.00	0.00%
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Description

Projecting 22-23 funding to be less than half of the budget from FY 19-20. OGAPP staff frequently traveled for advocacy events, meetings, and conferences including: First 5 Advocacy Day, advocacy coalition and planning meetings, legislative hearings, partner advocacy events like Access LA and DC, meetings with other First 5 Commissions including the First 5 Association, and other key partners like First 5 California, the Heising Simons and Packard Foundations, the Ounce of Prevention, and others. The most common destinations for OGAPP staff travel are Sacramento, Washington DC, and the San Francisco Bay Area. Assuming an average cost of \$400 per roundtrip flight, this budget would allow 60 trips in FY 22-23, or an average of one trips per week for the Office. All travel funds are anticipated to be spent on policy-related work and not professional development.

Lodging	\$0.00	\$6,000.00	0.00%
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Description

Increases funding to anticipate the transition to hybrid and in person work due to increased travel for advocacy trips and policy meetings. The average hotel room for frequent destinations ranges from \$200 to \$400 per night, or an average of \$300 per night. At this average rate, the budget would cover nearly 20 hotel nights for the office in FY 22-23 or approximately 6 hotel nights for the 3 staff which travel most frequently. All travel funds are anticipated to be spent on policy-related work, and not on professional development

Per Diem	\$0.00	\$4,350.00	0.00%
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Description

Increases FY 22-23 budget in anticipation of increased number of travel days and anticipated utilization of the budget in FY 22-23 OGAPP frequently travels for meetings, conferences, and other events outside of LA County. The per diem rate for frequent destinations ranges from \$66 to \$79. Assuming an average per diem rate of \$72.50, this budget would allow for approximately 60 days of travel

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

Increased funding FY 22-23. Previously, OGAPP frequently traveled outside of LA County and includes parking at airports, cab rides to meetings and hotels, and train trips. Assuming each cab or train ride or day of airport parking is an average of \$25, this budget would allow for 60 individual trips or parking days outside of LA County. All travel funds are anticipated to be spent on policy-related work and not on professional development.

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

Internal Training	\$5,000.00	\$6,400.00	0.00%
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Description

OGAPP plans to hold a series of team development and learning retreats with facilitators. The budget assumes each retreat will require up to 16 hours of consultant time at a \$150 hourly rate, that venue and ancillary services will cost up to \$1,000 per retreat, and that the department will host four retreats through FY 22-23. The budget assumes that 50% of internal trainings will support policy work (\$3,200) and 50% will support professional development (\$3,200).

Conference/Training Registrations	\$5,000.00	\$9,000.00	0.00%
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Description

This budget assumes an average conference registration of \$500/person and up to two conferences per person. All costs for conference/training registrations will be for policy related work and not professional development opportunities.

External Education/Training	\$2,500.00	\$6,000.00	0.00%
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Description

Decreases funding for FY 22-23 due to historic underspending. OGAPP 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 four members of the Policy team will participate in an external training program at up to \$1,500 per program. All of this budget is anticipated to be spent on professional development.

CENTER FOR OPERATIONAL EXCELLENCE

CENTER FOR OPERATIONAL EXCELLENCE SUMMARY FY 2022-23

		FY 2022-23											
		Workplace Management Team	CAP Team	Facilities Team	Finance Team	HR Team	IT Team	COE	Proposed Budget	Variance			
Revised Budget	FY 2021-22												
Personnel Services													
Salaries	4,090,082	1,030,838	908,683	679,202	710,281	8,899,858	(190,193)						
Total Salaries	4,090,082	1,030,838	908,683	679,202	710,281	8,899,858	(190,193)						
Total Employee Benefits	1,351,178	363,396	329,099	198,147	229,271	1,230,668	(120,510)						
Equity Adjustment	1,403	11,707	10,324	7,717	8,070	44,310	(120,510)						
Total Personnel Services	5,441,230	1,405,440	1,248,107	885,066	941,622	5,174,836	(310,702)						
Operating Services													
ADP Payroll	40,000	-	42,000	-	-	42,000	2,000						
Worker's Compensation Insurance	65,000	-	65,000	-	-	65,000	-						
Utilities	120,000	-	120,000	-	-	120,000	-						
Corporate Insurance	106,000	-	100,000	-	-	100,000	(6,000)						
Mileage, Parking and Other Transportation	1,600	-	250	100	500	1,615	15						
Telephone	70,000	-	10,800	4,800	7,000	70,000	-						
Cell Phone & Mobile Devices	26,400	-	750	-	7,200	26,472	72						
Outside Printing & Publishing	500	-	5,000	-	-	5,000	250						
Other Supplies	8,000	-	9,500	-	-	9,500	1,500						
Postage & Delivery	500	500	-	-	-	500	-						
Educational Supplies	28,500	3,000	15,000	2,000	4,000	32,530	4,030						
Office Supplies	1,833	-	1,833	-	2,700	3,700	1,867						
Subscriptions & Publications	134,000	-	2,500	-	130,000	130,000	(4,000)						
Capital Outlay	27,000	-	2,500	-	23,690	26,190	(810)						
Equipment-Rents & Leases	140,000	-	150,000	-	-	150,000	10,000						
Building Repair & Maintenance	10,500	-	9,600	-	500	10,100	(400)						
Equipment Repairs & Maintenance	20,500	-	8,500	-	4,000	12,500	(8,000)						
Offsite Storage	472,734	0	20,000	-	415,500	415,500	(67,234)						
Hardware & Software Maintenance	194,000	-	-	-	-	194,000	-						
Miscellaneous/Contingency	500	6,400	-	3,000	515	11,715	(1,485)						
Stipend/Honorarium	38,250	9,900	340,100	221,100	15,600	655,905	10,617						
Internal Meetings	13,200	-	-	-	-	13,200	-						
Total Operating Services	1,485,267	9,900	340,100	221,100	15,600	655,905	10,617	1,285,872	(199,395)				
Consultant Services													
Consultant Fees	774,600	116,600	30,000	341,000	390,000	902,600	128,000						
Other Professional Fees	345,000	-	378,000	-	-	378,000	33,000						
External Reviewers	-	-	-	-	-	-	-						
Total Consultant Services	1,119,600	116,600	378,000	341,000	390,000	1,280,600	161,000						
Professional Services													
Audit	90,000	-	90,000	-	-	90,000	-						
Legal Fees	-	-	-	-	-	-	-						
Professional Dues	33,300	5,000	800	2,300	2,500	36,600	3,300						
Staff Recruitment	10,000	-	20,000	-	-	20,000	10,000						
Commissions/Stipends	-	-	-	-	-	-	-						
Web-Based Services	106,600	-	88,000	-	-	88,000	(18,600)						
Bank & Other Service Charges	20,000	-	20,000	-	-	20,000	-						
Total Professional Services	259,900	5,000	25,000	110,800	2,500	254,600	(5,300)						
Travel Expenses													
Airfare	2,850	700	2,000	800	972	6,497	3,647						
Lodging	3,700	2,400	2,000	1,200	1,944	9,974	6,274						
Per Diem	2,000	1,000	1,500	500	810	4,525	2,525						
Other Travel Expenses	9,250	200	300	200	500	11,050	(8,145)						
Total Travel Expenses	17,800	4,300	5,300	2,700	3,726	22,101	4,301						
Professional Development													
Training Materials & Supplies	4,200	-	-	8,000	-	8,000	3,800						
Internal Training	50,000	-	-	100,000	-	100,000	50,000						
Leadership Programs	170,000	-	-	25,000	-	31,000	(139,000)						
Conference Registrations	8,515	6,000	3,000	5,500	3,000	15,500	6,985						
External Education/Training	10,100	4,000	8,000	8,000	2,500	12,000	1,900						
Total Professional Development	242,815	13,000	3,000	146,500	3,000	166,500	(76,315)						
Total OPERATING EXPENSES	8,566,612	1,554,240	748,100	1,618,307	1,996,754	8,184,509	(426,412)						

Office/Center/Team Name: Center for Operational Excellence

Authorized Positions:

Position	#
Chief Operating Officer (COO)	1
Administrative Coordinator to the Chief Operating Officer	1
Total:	2

Overview:

The Center for Operational Excellence (COE) continues its commitment to review, refine and improve operational practices foundational to organizational effectiveness and Strategic Plan success. The Center is led by the Chief Operating Officer (Interim COO, Jasmine Frost). As the leader of the Center for Operational Excellence, the COO will serve as a member of the organization’s Senior Leadership Team (SLT). The COO is responsible for providing vision and strategic direction to the COE, which is comprised of 27 colleagues.

The COO directly supervises three Directors – Finance, Contract Administration and Purchasing, Information Technology (IT)*, as well as the Senior Strategist, Operational Excellence. The COO is also responsible for Facilities and oversees the contract with an external property management company.

*[Note: during the interim assignment, the interim COO also serves as the Director of the IT Team.]

In collaboration with colleagues, the COO plans, coordinates, and prioritizes COE’s work to optimize internal systems and processes and maximize First 5 LA’s systems change strategies.

Priorities for FY 22-23:

Key priorities for COE are based on our four organizational values - Collaboration, Integrity, Learning, and Diversity, Equity, and Inclusion.

- Facilitate effective change management strategies to optimize operational functions aligned with our organizational values and strategic direction
- Capital Improvement Project (CIP) phase II. Oversee hired CIP contractors and collaborate with colleagues to prioritize the health and safety of all employees.
- Partner with teams within COE and across the organization to shape and evolve a collective vision for operational excellence and key performance indicators (KPI) to track progress.

- Promote operational innovations in the context of hybrid, in-person, and remote work settings
- Cultivate the knowledge of COE Directors and teams to understand and articulate the strategic connection between their day-to-day work and the systems change impact we seek.
- Elevate innovative ideas and proven strategies to leverage and maximize our resources through partnerships with L.A. County public agencies and philanthropic partners
- Contribute to our Diversity, Equity, and Inclusion (DEI) evolution

In addition, the COO also acts as the “executive sponsor” all projects and priorities identified under the individual COE teams. 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 Administrative Coordinator is to assist the COO in the coordination of scheduling, work, and general management of workflow across the COE.

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Center for Operational Excellence	\$553,984.00	\$570,724.00	3.02%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$437,397.00	\$447,845.00	0.00%

Description
00

Social Security Tax \$94,187.00 \$101,262.00 0.00%

Description

Mileage, Parking and Other Transportation \$500.00 \$515.00 0.00%

Description

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

Telephones \$0.00 \$600.00 0.00%

Description

Phone / Internet charges for COO

Cell Phone & Mobile Devices \$2,400.00 \$2,472.00 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 \$1,000.00 \$1,030.00 0.00%

Description

Provides general office supplies for team and staff

Miscellaneous/Contingency \$0.00 \$5,000.00 0.00%

Description

Any costs that the team might incur associated with hybrid transition back to the office.

Internal Meetings \$10,000.00 \$1,000.00 0.00%

Description

Provides for expense related to meetings attended by commissioners, legal council, staff and/ guests.

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

Funding for annuals dues to First5 California or for other purposes related to Professional dues

Airfare	\$1,500.00	\$1,500.00	0.00%
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Description

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

Lodging	\$2,000.00	\$2,000.00	0.00%
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Description

Provides for lodging for multiday professional conferences outside of Los Angeles

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

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

Other Travel Expenses	\$500.00	\$500.00	0.00%
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Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First5LA business. Expenses may include Taxis, Uber, Lyft, and other travel expenses that do not fit in other travel categories.

Conference/Training Registrations	\$2,000.00	\$2,000.00	0.00%
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Description

Provides for registration expenses for professional conferences.

External Education/Training	\$0.00	\$2,500.00	0.00%
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Description

Trainings for COO & / Admin Coordinator

FACILITIES MANAGEMENT TEAM

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	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	135,000	120,000	153,702	120,000	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Transportation	-	-	-	-	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	-	-	-	-	-
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	5,000	5,000	9,381	5,000	-
6250 Postage & Delivery	8,000	8,000	13,200	9,500	1,500
6255 Educational Supplies	-	-	594	-	-
6260 Office Supplies	15,000	15,000	30,000	15,000	-
6265 Subscriptions & Publications	-	-	-	-	-
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	4,000	4,000	2,405	2,500	(1,500)
6280 Building Repair & Maintenance	150,000	140,000	192,000	150,000	10,000
6285 Equipment Repairs & Maintenance	10,000	10,000	6,000	9,600	(400)
6290 Offsite Storage	12,000	12,000	11,500	8,500	(3,500)
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	40,000	40,000	40,000	20,000	(20,000)
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	-	-	-	-	-
Total Operating Services	379,000	354,000	458,783	340,100	(13,900)
Consultant Services					
6410 Consultant Fees	-	-	-	-	-
6420 Other Professional Fees	320,000	345,000	315,000	378,000	33,000
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	320,000	345,000	315,000	378,000	33,000
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	15,000	15,000	15,000	25,000	10,000
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	15,000	15,000	15,000	25,000	10,000
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	714,000	714,000	788,783	743,100	29,100

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Facilities Management	\$714,000.00	\$743,100.00	4.08%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Utilities	\$120,000.00	\$120,000.00	0.00%

Description

Provides funding for building utilities including water and electricity.

Other Supplies \$5,000.00 \$5,000.00 0.00%

Description

Provides funding for ergonomic equipment and furniture for staff.

Postage & Delivery \$8,000.00 \$9,500.00 0.00%

Description

Provides funding for USPS mailings, courier services and FedEx delivery services.

Office Supplies \$15,000.00 \$15,000.00 0.00%

Description

Funding for general office supplies for the Facilities team as well a 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 \$2,500.00 0.00%

Description

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

Building Repair & Maintenance \$140,000.00 \$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 system. This budget also includes funds for HVAC filters, restroom repairs, janitorial supplies (e.g. toiler 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 \$9,600.00 0.00%

Description

Funding for general maintenance of office equipment, including unanticipated repairs such as: 1) Access card upgrades; 2) File cabinets; 3) Cubicle changes and 4) Office mini blinds.

Offsite Storage	\$12,000.00	\$8,500.00	0.00%
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Description

Provides funding for offsite long-term storage for office files and furniture. In addition, \$1,000 is budgeted for Iron Mountain for shredding documents.

Miscellaneous/Contingency	\$40,000.00	\$20,000.00	0.00%
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Description

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

Other Professional Fees	\$345,000.00	\$378,000.00	0.00%
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Description

Provides funds for contracted services of the building management company and other services as needed including building security:

- 1) \$282,000 - Salary/Wages for Morlin staff assigned to First 5 LA
- 2) \$36,000 - Morlin management fee at \$3,000 per month
- 3) \$60,000 - Building security for 12 months

Professional Dues	\$15,000.00	\$25,000.00	0.00%
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Description

Funding for the payment of CC&R's yearly assessment of common area expenses shared by the Union Station tenants and for the payment of Los Angeles City Lighting Bureau.

Office/Center/Team Name: Contract Administration & Purchasing Team

Authorized Positions:

Position	#
Director	1
Contract Compliance Manager	1
Contract Operations and Purchasing Manager	1
Contract Compliance Officer	4
Contract Operations and Compliance Officer	2
Department Coordinator	1
Total:	10

Overview:

The Contract Administration and Purchasing Team (CAP) supports procurement, contracting, and oversight of the contract management functions necessary for First 5 LA to fulfill its role as a public grantmaker. In addition, the team executes agreements with contractors and grantees to support the organization’s operations and implementation of the Strategic Plan. A core objective of the strategic plan is adapting and refining First 5 LA’s business processes, and to support that, the CAP team will play a critical role in implementing the revised Procurement Policy and processes in FY 22-23 to support First 5 LA’s organizational effectiveness.

Priorities for FY 22-23:

Below is a brief summary of the critical work the Contract Administration and Purchasing Team will be leading in FY 22-23.

The CAP department will continue to support the organization’s procurement and contracting needs. This includes support needed for the second phase of the building renovation project contingent upon further guidance from the board. In addition, CAP will also work closely with CCFI and OFDA to support the organization’s data sharing needs, data security and privacy, and new and continued partnerships to support sustainability of our investments. CAP will continue to support monthly board approval of contracts and Contract Monitoring activities, review CAP related records for annual disposition, provide annual Contracting and Procurement trainings to staff, manage insurance requirements of contractors and perform internal annual audits of procurement and contracting documents.

In addition to the usual administrative and operational support described above, CAP will continue to work on three critical areas: 1) procurement, 2) systems exploration, and 2) contracting

As part of the Procurement Reform Project and the DEI efforts underway, CAP will develop a plan for implementation of any relevant recommendations approved by the DEI

Governance Board to promote participation and diversity of our contracted partners. This will require CAP to incorporate DEI recommendations into CAP led processes and identify ways to track progress. The Procurement Reform Team will also develop a plan for sustainability and continual improvement.

During FY 22-23, CAP will also explore various contract management systems that 1) supports purchasing at First 5 LA, 2) supports grantmaking and contract monitoring activities, and 3) automates internal and external process workflows. This will initially involve exploration of our current contract management system.

Another area of exploration will be in the area of contracting. CAP will be working with Finance to explore possible alignment of contracting to our budgeting cycles. This may involve consideration of multiyear contracting and/or revamping the renewals process.

Finally, CAP will revisit other processes like the advance process to strengthen internal controls and areas of vulnerability.

CONTRACT ADMINISTRATION & PURCHASING TEAM

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	1,014,393	1,004,893	1,000,000	1,030,338	25,445
Total Employee Benefits	365,737	365,737	320,000	363,396	(2,341)
Equity Adjustment				11,707	
Total Personnel Services	1,380,130	1,370,630	1,320,000	1,405,440	23,104
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Transp	-	-	-	-	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	-	-	-	-	-
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	500	500	500	500	-
6260 Office Supplies	2,500	1,500	3,000	3,000	1,500
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	3,400	1,400	1,400	6,400	(1,400)
Total Operating Services	6,400	3,400	4,900	9,900	100
Consultant Services					
6410 Consultant Fees	133,600	149,600	150,000	116,600	(33,000)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	133,600	149,600	150,000	116,600	(33,000)
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	4,000	4,500	4,500	5,000	500
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	4,000	4,500	4,500	5,000	500
Travel Expenses					
6610 Airfare	-	-	-	700	700
6620 Lodging	-	-	-	2,400	2,400
6640 Per Diem	-	-	-	1,000	1,000
6650 Other Travel Expense	-	-	-	200	200
Total Travel Expenses	-	-	-	4,300	4,300
Professional Development					
6810 Training Materials & Supplies	200	200	200	-	(200)
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	3,500	1,500	2,000	6,000	4,500
6840 Conference Registrations	1,015	1,015	1,100	3,000	1,985
6850 External Education/Training	7,100	5,100	5,500	4,000	(1,100)
Total Professional Development	11,815	7,815	8,800	13,000	5,185
Total OPERATING EXPENSES	1,535,945	1,535,945	1,488,200	1,554,240	189

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Contract Administration & Purchasing Team	\$1,535,445.00	\$1,554,241.00	1.22%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$1,014,393.00	\$1,030,338.00	0.00%

Description

Social Security Tax \$365,737.00 \$375,103.00 0.00%

Description

Educational Supplies \$500.00 \$500.00 0.00%

Description

Educational materials for staff professional development.

Office Supplies \$1,500.00 \$3,000.00 0.00%

Description

Office Supplies for a Team of 10

Internal Meetings \$1,400.00 \$6,400.00 0.00%

Description

\$6,000 has been allocated for staff retreat expenses which include facility rental and catering (for 2 staff retreats). \$400 is allocated for various staff trainings led by the CAP Team throughout the year.

Consultant Fees \$149,600.00 \$116,600.00 0.00%

Description

Allocated for various consultants listed below:
 -MyCOI Pro Subscription: Annual insurance services estimated to cost \$4,600
 -Procurement Consultant: The consultant will support the review and implementation of DEI recommendations on procurement: \$50,000
 -Systems Consultant: A consultant may be needed to explore various systems that can meet First 5 LA requirements: \$50,000
 -One ore two consultants are needed to facilitate 2 staff retreats and team building activities: \$12,000

Professional Dues \$4,500.00 \$5,000.00 0.00%

Description

Estimated budget includes annual memberships for the National Institute of Governmental Purchasing, California Association of Public Procurement Officials, and Grammarly, an online writing assistant for staff. These memberships offer steep discounts and access to webinars, discussion boards, conferences, and other relevant courses to support staff professional development.

Airfare	(\$2,000.00)	\$700.00	0.00%
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Description

Budgeted for 2 round trip tickets to attend 2 conferences in Boston, MA and Monterey, CA.

Lodging	(\$2,000.00)	\$2,400.00	0.00%
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Description

Lodging for two conferences for 4 nights each.

Per Diem	(\$1,000.00)	\$1,000.00	0.00%
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Description

Per diem for 2 conferences each for 5 days.

Other Travel Expenses	\$0.00	\$200.00	0.00%
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Description

Budgeted for other travel expenses needed for 2 conferences.

Leadership Programs	\$1,500.00	\$6,000.00	0.00%
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Description

Budgeted for leadership programs for up to 2 staff.

Conference/Training Registrations	\$1,015.00	\$3,000.00	0.00%
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Description

Budgeted for 4 Virtual Conferences at \$300 each for PEAK Grantmaking and NIGP. This also include 2 in-person conferences for CAPPO and NIGP for a total of \$1,800.

External Education/Training	\$5,100.00	\$4,000.00	0.00%
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Description

Includes various NIGP and CAPPO online courses for staff professional development totaling \$2,400. This also includes 8 webinars for staff offered by NIGP, CAPPO, and other associations 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 22-23:

- 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 Annual Comprehensive 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.
- Advanced Budget Management (ABM) – The Finance Team will phase out the dated home-grown budget system and will replace it with ABM in fiscal year 2022-23. ABM is a purpose-built solution for budgeting, forecasting, reporting and analysis. The ABM system replaces the spreadsheet budgeting process to support multi-user budget and reporting across the organization and provides key reporting capabilities and enhancements.

FINANCE TEAM

		Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	903,907	903,907	700,000	908,683	4,777
	Total Employee Benefits	310,162	310,162	209,803	329,099	18,937
	Equity Adjustment				10,324	
	Total Personnel Services	1,214,069	1,214,069	909,803	1,248,107	23,714
Operating Services						
6205	ADP-Payroll	40,000	40,000	30,793	42,000	2,000
6210	Worker's Compensation Insurance	65,000	65,000	65,000	65,000	-
6215	Utilities			-	-	-
6220	Corporate Insurance	106,000	106,000	61,354	100,000	(6,000)
6225	Mileage, Parking and Other Transportat	250	250	32	250	-
6230	Telephone			-	-	-
6235	Cell Phone & Mobile Devices	10,800	10,800	550	10,800	-
6240	Outside Printing & Publishing	500	500	3,000	750	250
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	300	300	-	300	-
	Total Operating Services	224,850	224,850	161,268	221,100	(3,750)
Consultant Services						
6410	Consultant Fees	25,000	25,000	21,305	30,000	5,000
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	25,000	25,000	21,305	30,000	5,000
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	20,000	20,000	32,000	20,000	-
	Total Professional Services	110,800	110,800	113,000	110,800	-
Travel Expenses						
6610	Airfare	1,250	1,250	1,400	2,000	750
6620	Lodging	1,500	1,500	1,500	2,000	500
6640	Per Diem	750	750	1,000	1,000	250
6650	Other Travel Expense	250	250	250	300	50
	Total Travel Expenses	3,750	3,750	4,150	5,300	1,550
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	3,000	3,000	3,000	3,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	3,000	3,000	3,000	3,000	-
	Total OPERATING EXPENSES	1,581,469	1,581,469	1,212,526	1,618,307	26,514

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Finance Team	\$1,581,469.00	\$1,618,306.00	2.33%
Benefits	\$0.00	\$0.00	
GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$903,907.00	\$908,683.00	0.00%
Description			
Social Security Tax	\$310,162.00	\$339,423.00	0.00%
Description			
ADP-Payroll	\$40,000.00	\$42,000.00	0.00%
Description			
Provides for all related payroll activities including bi-weekly payroll processing, quarterly earnings reporting and annual W-2 preparing and filing.			
Workers' Compensation Insurance	\$65,000.00	\$65,000.00	0.00%
Description			
Provides for annual Worker's Compensation insurance premium.			
Corporate Insurance	\$106,000.00	\$100,000.00	0.00%
Description			
Provides for insurance coverage including general and auto liability, property and fiduciary.			
Mileage, Parking and Other Transportation	\$250.00	\$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	\$10,800.00	\$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	\$500.00	\$750.00	0.00%
Description			
Provides for professional printing services of budget books and accounts payable checks.			

Budget Fiscal Year: 2022 - 2023	Status: Proposed
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Office Supplies	\$2,000.00	\$2,000.00	0.00%
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Description

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

Internal Meetings	\$300.00	\$300.00	0.00%
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Description

Provides for expenses including catering and supplies related to meetings attended by Commissioners legal counsel and staff and guests.

Consultant Fees	\$25,000.00	\$30,000.00	0.00%
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Description

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

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

Provides for annual independent audit fees and anticipated CPA fees for fiscal compliance audits.

Professional Dues	\$800.00	\$800.00	0.00%
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Description

Provides for annual membership dues to the Government Finance Officers Association (GFOA) and other professional organization.

Bank & Other Service Charges	\$20,000.00	\$20,000.00	0.00%
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Description

Provides for Los Angeles County fees for investment portfolio administration and other County related accounting services. Also, provides for annual banking charges for the Commission's credit cards.

Airfare	\$1,250.00	\$2,000.00	0.00%
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Description

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

Lodging	\$1,500.00	\$2,000.00	0.00%
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Description

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

Per Diem	\$750.00	\$1,000.00	0.00%
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Description

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

Other Travel Expenses	\$250.00	\$300.00	0.00%
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Description

Provides for miscellaneous expenses when staff is travelling outside of Los Angeles County on First 5 LA business. Expenses may include taxi, ride-share and other travel expenses that do not fit into other travel cost categories.

Conference/Training Registrations	\$3,000.00	\$3,000.00	0.00%
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Description

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

Office/Center/Team Name: Human Resources and Talent management Team

Authorized Positions:

Position	#
Director, Human Resources and Talent Management	1
HR Business Partner	2
Project Manager, Human Resources and Talent Management	1
Total:	4

Overview:

Human Resources and Talent Management Team (HRTM) is led by a Director (Gala Collins). The HRTM team areas of work include:

- **Benefits Strategy** (Benefits Administration, Total Rewards, Communicating Benefits to Staff, Compensation Study)
- **Employee Policies and Procedures** (Employee Policy Manual, Legal Compliance Procedures, Hybrid Transition Guide, DEI Governance Board Recommendations)
- **Emergency Preparedness** (Emergency Notification System)
- **Health and Safety Compliance** (COVID-19 Prevention Plan, Injury and Illness Prevention Program, Workers' Compensation Administration)
- **Learning and Talent Development Strategy, in partnership with OESL** (Leadership Team Development Strategy, First 5 LA University (priority focus on DEI and Manager leadership development))
- **Team-Specific Learning and Development** (Internal Professional Development Opportunities, External Professional Development Opportunities)
- **Continuous Improvement** (Learning and Reflection Dialogues, HRTM Business Process Improvements)

Priorities for FY 22-23:

- Maintain and communicate a compensation and benefits program that aligns with external competitiveness, best practice, and pay equity
- Update and implement HR policies, practices, and procedures in alignment with organizational values, DEI Governance Board recommendations, and legal requirements.
- Improve the approach, processes, and tools to create consistency in the employee life cycle across the organization.
- Improve First 5 LA's workplace policies and protocols to protect the health and safety of employees and ensure legal compliance.
- Work in partnership with OESL to develop a robust learning and talent development strategy that supports strategic plan implementation
- Strengthen Hertz's ability to fulfill its essential duties and responsibilities
- Improve norms, practices, and processes to enhance the HRTM team's creativity, thoughtfulness, and overall effectiveness

HUMAN RESOURCES & TALENT MANAGEMENT TEAM

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	670,808	670,808	679,049	679,202	8,394
Total Employee Benefits	285,392	285,392	134,187	196,147	(89,245)
Equity Adjustment				7,717	
Total Personnel Services	956,200	956,200	813,236	883,066	(80,852)
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Transp	100	100	100	100	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	4,800	4,800	4,000	4,800	-
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	3,500	3,500	4,000	5,000	1,500
6265 Subscriptions & Publications	700	700	1,000	2,700	2,000
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	10,000	10,000	10,000	3,000	(7,000)
Total Operating Services	19,100	19,100	19,100	15,600	(3,500)
Consultant Services					
6410 Consultant Fees	235,000	185,000	200,000	341,000	156,000
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	235,000	185,000	200,000	341,000	156,000
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	3,000	3,000	-	2,300	(700)
6550 Staff Recruitment	10,000	10,000	6,000	20,000	10,000
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	56,600	106,600	20,000	88,000	(18,600)
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	69,600	119,600	26,000	110,300	(9,300)
Travel Expenses					
6610 Airfare	-	-	-	800	800
6620 Lodging	-	-	-	1,200	1,200
6640 Per Diem	-	-	-	500	500
6650 Other Travel Expense	-	-	-	200	200
Total Travel Expenses	-	-	-	2,700	2,700
Professional Development					
6810 Training Materials & Supplies	4,000	4,000	-	8,000	4,000
6820 Internal Training	50,000	50,000	-	100,000	50,000
6830 Leadership Programs	168,500	168,500	20,000	25,000	(143,500)
6840 Conference Registrations	3,500	3,500	-	5,500	2,000
6850 External Education/Training	5,000	5,000	-	8,000	3,000
Total Professional Development	231,000	231,000	20,000	146,500	(84,500)
Total OPERATING EXPENSES	1,510,900	1,510,900	1,078,336	1,499,166	(19,452)

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Human Resources & Talent Management Team	\$1,510,900.00	\$1,499,166.00	-0.78%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$670,808.00	\$679,202.00	0.00%

Description

Social Security Tax \$196,392.00 \$203,864.00 0.00%

Description

Mileage, Parking and Other Transportation \$100.00 \$100.00 0.00%

Description

Mileage and Parking reimbursement for department staff that use their private vehicles and ride-share services in the course of conducting HR related business such as attending local meetings, hearings, trainings, and other HR related business. 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.

Cell Phone & Mobile Devices \$4,800.00 \$4,800.00 0.00%

Description

Reimbursement for cell phone and internet usage for four department staff during telework.
4x100=400X12=4800

Office Supplies \$3,500.00 \$5,000.00 0.00%

Description

Day-to-day office supplies for the department including printer cartridges, employee file folder and binders and dividers for Employee Handbook. Also includes, costs (\$1,500) associated with updated ID badges and providing ID badges to new staff.

Subscriptions & Publications \$700.00 \$2,700.00 0.00%

Description

HR related subscriptions and publications such as annual labor law posters and publications (\$450), HR California employee handbook creator (\$100), SHRM job description creator (\$360), SHRM HR policy creator (\$400), Survey Monkey (\$400) the Stanford Social Innovation Review (\$40), Harvard Business Review (\$120), Nonprofit Information Networking Association (\$250). An additional \$100 is included for additional subscriptions to publications that have relevance for HRTM's work over the course of the fiscal year. Expenses such as books, videos, and other educational resources related to enhancing staff core capabilities in human resources, leadership development, adult learning, and/or individual professional development. Costs assume \$100 per HR employee for the fiscal year (4 FTE x \$100 = \$400).

Internal Meetings \$10,000.00 \$3,000.00 0.00%

Description

On-site and off-site staff planning sessions, contractor/partner meetings, and network-building sessions with external peers doing similar work. Meeting expenses may include facility rentals, catering, meeting materials, etc.

Consultant Fees \$185,000.00 \$341,000.00 0.00%

Description

Costs associated with current and anticipated consultant support in FY22-23:

- Executive Recruitment Search Firm (\$75,000)- Recruitment of director and above leadership talent, as needed.
- Compensation Study (\$100,000)- Update salary structure, review job descriptions and conduct an analysis of our total compensation package against the current market and similar organizations. Compensation study will begin in FY21-22. Costs included in the FY22-23 budget represented estimated spending for the last six months of the project.
- Interactive Process Coordination and Facilitation and Disability Policy Development (\$50,000)- Provides for costs associated with conducting disability/medical accommodation coordination and facilitation and developing any disability policies as needed.
- Ergonomic Assessments (\$11,000)- Ergonomic assessments in the First 5 LA building
- Legal Costs (\$30,000)- Legal costs associated with accommodations, workplace investigations, etc.
- HR Specific Consultant Support (\$75,000)- HR-related consultant to improve HR policies, practices, and procedures in alignment with organizational values, DEI Governance Board recommendations, and legal requirements.

Professional Dues \$3,000.00 \$2,300.00 0.00%

Description

HR related subscriptions and publications such as annual labor law posters and publications (\$450), HR California employee handbook creator (\$100), SHRM job description creator (\$360), SHRM HR policy creator (\$400), Survey Monkey (\$400) the Stanford Social Innovation Review (\$40), Harvard Business Review (\$120), Nonprofit Information Networking Association (\$250). An additional \$100 is included for additional subscriptions to publications that have relevance for HRTM’s work over the course of the fiscal year.

Staff Recruitment \$10,000.00 \$20,000.00 0.00%

Description

Expenses related to the recruitment, sourcing, and posting of open positions. Also includes candidate background checks and candidate related travel expenses, as needed.

Web-Based Services \$106,600.00 \$88,000.00 0.00%

Description

Costs associated with web-based services including Human Resources Information System (HRIS) (\$22,000); Performance Management System to conduct FY21-22 performance evaluations (\$4,000); Potential Updated Performance Management System for FY22-23 performance evaluations and beyond (\$20,000); IRS mandatory Affordable Care Act (ACA) reporting (\$5,000); Web-based Compliance Trainings (\$5,000); Job Evaluation Manager (JEMS) (\$5,000); Emergency Notification System (\$5,000); FMLA Tracker (\$2,000); Potential COVID-19 Vaccination & Booster Tracking System (\$20,000).

Airfare \$0.00 \$800.00 0.00%

Description

Airfare to and from professional conferences or trainings outside of Los Angeles area such as evaluating trainings from The Management Center. Approval from the Director of HRTM 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	\$1,200.00	0.00%
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Description

Lodging at professional conferences or trainings held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Approval from the Director of HRTM 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	\$500.00	0.00%
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Description

Various daily expenses incurred while attending professional conferences or trainings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Other Travel Expenses	\$0.00	\$200.00	0.00%
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Description

Various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences or trainings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Training Materials and Supplies	\$4,000.00	\$8,000.00	0.00%
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Description

Materials, supplies, and catering related to internal training through the First 5 LA University. Also includes materials and supplies related to employee onboarding and new hire orientation.

Internal Training	\$50,000.00	\$100,000.00	0.00%
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Description

Resources to support early implementation of a robust learning and talent development strategy that supports strategic plan implementation. Work in this area includes reconceptualizing and retooling First 5 LA University to reflect organization-wide learning priorities such as DEI, systems change, early childhood development, manager training, etc. For FY22-23, First 5 LA University will have a priority focus on DEI and manager-specific leadership development. This line item is anticipated to increase in future years to reflect full implementation of First 5 LA University. Also includes coaching for Leadership Team (\$5,000 per staff).

Leadership Programs	\$168,500.00	\$25,000.00	0.00%
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Description

Costs associated with external staff professional development opportunities in programs such as Riordan Leadership Institute (\$2,250 per staff), Leadership LA (\$3,555 per staff), Leadership Southern California (\$4,455 per staff), Emerging Leaders Peer-to-Peer (\$600 per staff); Senior Peer-to-Peer (\$1,600 per staff), California Connections (\$6,500 per staff), CORO (\$3,000 per staff) and other leadership programs. Also includes coaching for Leadership Team (\$5,000 per staff).

Conference/Training Registrations	\$3,500.00	\$5,500.00	0.00%
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Description

Registration expenses for professional conferences and webinars to support HRTM staff learning including annual labor law updates, annual employee handbook updates, and webinars on ADA disability compliance and reasonable accommodation. Approval from the Director of HRTM will be obtained prior to incurring any expenses.

External Education/Training	\$5,000.00	\$8,000.00	0.00%
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Description

Resources for external training that support First 5 LA in building core competencies in alignment with the redesign and implementation of First 5 LA University as noted under Internal Training. Examples of external training include implicit bias training for all staff and manager-specific training such as Managing to Change the World offered through The Management Center. This line item includes resources for new employees and new/newly promoted managers to attend these external trainings. This line item also includes resources for HRTM staff to attend newly identified external trainings to evaluate applicability for the organization. Approval from the Director of HRTM will be obtained prior to incurring any expenses. This line item is anticipated to increase in future years to reflect full implementation of First 5 LA University.

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 (Department) 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 IT 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. To do so, the IT Team provides a broad range of high-quality innovative solutions to our internal customers, commission members, and the community we serve. Through this process, IT Team fosters an exciting workplace, 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 the broadcasting of Commission and other public meetings, etc.

Priorities for FY 22-23:

In addition to providing innovative solutions and support to the organization, the Information Technology Team will lead the following work in FY 22-23.

- **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.

- **Annual Org-wide Records Disposition:** Conduct an annual review of records eligible for disposition based on First 5 LA's Records Retention Schedule, meeting legal and regulatory obligations.
- **Org-wide Adoption of Digital Signatures:** In continuing our efforts to streamline our financial and administrative processes, the functionality of digital signatures will be adopted at an organizational level.
- **Implementation of Public Records Request Management System:** The implementation of this new system will help First5LA receive, track and process public records requests through a modern online portal.
- **Cyber Security Initiatives:** Consists of vulnerability assessments, policies, procedures, testing, remediation, and staff training around cyber security.
- **Technical Support and Partnership to Other Centers, Offices and Teams:** Provide Interdepartmental technical support, collaboration and project management to First5LA's Centers, Offices & Teams on initiatives such as implementation of a new Budget Module (ABM), website portal enhancements, etc.

INFORMATION TECHNOLOGY

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	664,676	631,176	620,000	710,281	79,106
Total Employee Benefits	176,485	176,485	150,000	223,271	46,786
Equity Adjustment				8,070	
Total Personnel Services	841,161	807,661	770,000	941,623	125,892
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Transp	500	500	500	500	-
6230 Telephone	70,000	70,000	67,000	70,000	-
6235 Cell Phone & Mobile Devices	7,200	7,200	3,000	7,200	-
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	4,000	4,000	4,000	4,000	-
6265 Subscriptions & Publications	-	-	-	-	-
6270 Capital Outlay	134,000	134,000	50,000	130,000	(4,000)
6275 Equipment-Rents & Leases	23,000	23,000	20,000	23,690	690
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	500	500	500	500	-
6290 Offsite Storage	6,000	8,500	8,550	4,000	(4,500)
6295 Hardware & Software Maintenance	441,734	472,734	250,000	415,500	(57,234)
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	500	500	-	515	15
Total Operating Services	687,434	720,934	403,550	655,905	(65,029)
Consultant Services					
6410 Consultant Fees	390,000	390,000	500,000	390,000	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	390,000	390,000	500,000	390,000	-
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,000	2,000	2,000	2,500	500
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	2,000	2,000	2,000	2,500	500
Travel Expenses					
6610 Airfare	600	600	200	972	372
6620 Lodging	1,200	1,200	1,000	1,944	744
6640 Per Diem	500	500	500	810	310
6650 Other Travel Expense	8,500	8,500	10,000	-	(8,500)
Total Travel Expenses	10,800	10,800	11,700	3,726	(7,074)
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	-	-	-	3,000	3,000
6850 External Education/Training	-	-	-	-	-
Total Professional Development	-	-	-	3,000	3,000
Total OPERATING EXPENSES	1,931,395	1,931,395	1,687,250	1,996,754	57,289

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Information Technology Team	\$1,964,895.00	\$1,996,753.00	1.62%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$664,676.00	\$710,281.00	0.00%

Description

Social Security Tax \$176,485.00 \$231,341.00 0.00%

Description

Mileage, Parking and Other Transportation \$500.00 \$500.00 0.00%

Description

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

Telephones \$70,000.00 \$70,000.00 0.00%

Description

AT&T Internet & Long Distance
Verizon - cell phones

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

Description

Provides for reimbursement of cell phone charges and internet costs for six staff per year. \$600 X 12 months = \$7200.0

Office Supplies \$4,000.00 \$4,000.00 0.00%

Description

General office supplies for IT staff such as monitor stands, trays, anti-glare screens, etc. Purchase of ergonomic workstation equipment as referred by HR. This also includes printer toner, headsets, extension cords, UPS batteries as needed etc.

Capital Outlay	\$134,000.00	\$130,000.00	0.00%
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Description

Laptops - \$75,000
 Monitors - \$20,000
 ergo keyboards, mice, headsets and cameras - \$500
 Computer/laptop maintenance - \$2,500
 Printer (Desktop) - \$ 6000
 Cloud compute - \$15,000
 Phone maintenance - \$1000
 MPR Audio-Video system - \$10,000

Equipment - Rents & Leases	\$23,000.00	\$23,690.00	0.00%
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Description

Multi-functional Printers (MFP) Annual costs:
 Xerox - \$12,000
 Minolta - \$11,000
 \$690 contingency

Equipment Repairs & Maintenance	\$500.00	\$500.00	0.00%
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Description

General maintenance and repairs of older technology equipment that are not scheduled to be replaced in the upcoming fiscal year.

Offsite Storage	\$8,500.00	\$4,000.00	0.00%
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Description

Provides funding for offsite storage of physical data. And includes funding for Corodata, for access and management of records. IT is responsible for costs associated with Records Retention and management of physical and digital data.

Hardware & Software Maintenance \$472,734.00 \$415,500.00 0.00%

Description

ADOBE license \$9000
 ABM (Budget Application) - \$2,500
 BB Grantmaking - \$150,000
 Blackbaud Financials - \$45,750
 BoardBook - \$4,000
 ECM (Maintenance - Portford) - \$8000
 Website backend security & domain name management application - \$360
 GIS - \$5,500
 AV (Zoom) - \$15,000
 Lynda.com - \$360
 M365 (Annual Enterprise License) - \$15,500
 M365 Maintenance - \$10,000
 Retention review schedule - \$5,000
 NextRequest (Public Records tracking s/w)-\$5000
 Windows Server - \$2,500
 UPS maintenance - \$5,000
 Survey Monkey - \$900
 FreshService (helpdesk) - \$6,000
 Tableau - \$900
 Server Backup Support - \$5,000
 Virtual Server maintenance - \$3,500
 Remote Access Software - \$1,000
 Cloud Hosting - \$14,000
 Firewall - \$8,000
 eMail Fraud Protection - \$5,000
 MS Project - \$2,000
 Digital Signatures - \$25,000
 VOIP service - \$36,000
 Return to work Misc. hw/sw (OWL) Visitor Mgmt - \$10,000
 Webhosting & maintenance \$5300
 Project Management Tools - \$10,000

Internal Meetings \$500.00 \$515.00 0.00%

Description

IT expects to host some training and events and may need to provide refreshments and light meals as each event dictates.

Consultant Fees \$390,000.00 \$390,000.00 0.00%

Description

Strategic Partnerships (MODIS) -. \$300,000.
 Funding under Stategic Partnerhsip will cover IT staffing and resources needed to cover IT vacancies or consulting costs associated with projects identified by the IT Governance Board. E.g. DR/BC projects, etc. - \$90,000

Professional Dues \$2,000.00 \$2,500.00 0.00%

Description

MISAC Membership - \$450
 MER conf \$1000
 LINKEDIn - \$360
 TAG Membership - \$700

Airfare	\$600.00	\$972.00	0.00%
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Description

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

Lodging	\$1,200.00	\$1,944.00	0.00%
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Description

Provides for lodging for multiday professional conferences outside of Los Angeles

Per Diem	\$500.00	\$810.00	0.00%
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Description

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

Conference/Training Registrations	\$8,500.00	\$3,000.00	0.00%
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Description

Registration for conferences either online or in-person for staff's professional development and training opportunities.

Office/Center/Team Name: Workplace Management Team

Authorized Positions:

Position	#
Senior Strategist, Operational Excellence	1
Total:	1

Overview:

The Workplace Management Team under the leadership of the Chief Operating Officer, is responsible for First 5 LA’s Facility Management and Operational Excellence.

Workplace Management is staffed by a Sr. Strategist, TaMesha Williamson, overseeing Operational Excellence. The Sr. Strategist, provides project management and support to the Center’s cross-functional initiatives, including business process improvement, the building’s Capital Improvement Project (CIP), facilitating integration and partnership with organization-wide teams to advance First 5 LA’s strategic plan.

Facility management services include day-to-day management and security of the physical workspace, building operations, etc. The services which are currently contracted out to a private facility management entity.

Workplace Management Team will continue to lead efforts to improve business operations across the organization, with the goals of increasing efficiencies, improving workflow, mitigating operational risks, and eliminating non-value-added activities. This will include reviewing, refining and improving the operational practices foundational to organizational effectiveness and Strategic Plan success.

Priorities for FY 22-23:

The Workplace Management Team’s two primary projects for FY22-23

1. Development of an organization-wide operational excellence strategy.
This strategy will align with our Strategic Priority #4: Optimize Our Effectiveness. The overall strategy will create a shared vision of operational excellence. This will allow us to better understand where First 5 LA is doing well and areas that may require improvements. This will in turn help inform the development of projects across the organization.
2. The Capital Improvement Plan (CIP) Phase 2.
The CIP project will align with our Strategic Priority #4: Optimize Our Effectiveness and Short-Term Marker of Progress #42 which is to improve the physical space. This work will address interior design changes including the build out and remodeling of the 1st floor, new furniture, additional technology upgrades, and security & site

enhancements to improve collaboration, and reflect our newly aligned organizational structure.

3. In addition, the Workplace Management team will continue to 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.

WORKPLACE MANAGEMENT TEAM

	Budget FY 2021-22	Revised Budget FY 2021-22	Estimated FY 2021-22 Expenditures	Proposed Budget FY 2022-23	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	441,872	441,872	330,000	123,509	(318,363)
Total Employee Benefits	119,215	119,215	100,000	22,581	(96,634)
Equity Adjustment				1,403	
Total Personnel Services	561,087	561,087	430,000	147,493	(414,997)
Operating Services					
6205 ADP-Payroll			-	-	-
6210 Worker's Compensation Insurance			-	-	-
6215 Utilities			-	-	-
6220 Corporate Insurance			-	-	-
6225 Mileage, Parking and Other Transp	750	750	-	250	(500)
6230 Telephone			-	-	-
6235 Cell Phone & Mobile Devices	3,600	3,600	3,000	1,200	(2,400)
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	1,133	1,133	300	1,000	(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	154,000	-	32,800	(154,000)
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	1,000	1,000	434	500	(500)
Total Operating Services	162,983	162,983	5,200	38,250	(157,533)
Consultant Services					
6410 Consultant Fees	25,000	25,000	58,444	25,000	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	25,000	25,000	58,444	25,000	-
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	8,000	8,000	-	1,000	(7,000)
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	8,000	8,000	-	1,000	(7,000)
Travel Expenses					
6610 Airfare	1,000	1,000	-	2,025	1,025
6620 Lodging	1,000	1,000	-	2,430	1,430
6640 Per Diem	750	750	-	1,215	465
6650 Other Travel Expense	500	500	-	405	(95)
Total Travel Expenses	3,250	3,250	-	6,075	2,825
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	761,320	761,320	493,644	218,818	(576,705)

Department	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Workplace Management Team	\$761,320.00	\$218,818.00	-71.26%

Benefits \$0.00 \$0.00

GL Code Name	2021 - 2022 Revised Budget	2022 - 2023 Budget	% Variance
Salaries & Wages	\$441,872.00	\$123,509.00	0.00%

Description

Social Security Tax \$119,215.00 \$23,984.00 0.00%

Description

Mileage, Parking and Other Transportation \$750.00 \$250.00 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 \$3,600.00 \$1,200.00 0.00%

Description

Provides for up to \$50 per month for personnel working in the field to cover expenses related to data and messages and \$50 for internet per month.
\$100 x 1 staff member = \$100 x 12mo = \$1200

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

Description

Provides for general supplies for Center staff and also scanner cleaning supplies, tape and rubber bands. We anticipate paying to replace our general supplies in the office for COVID-19 safety.

Subscriptions & Publications \$1,133.00 \$1,000.00 0.00%

Description

The subscriptions are the DBIA template 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.

There is a RS Means subscription for \$693 annually which is a software that compares how to price different actions for the CIP Project. There is a single purchase that is shared between CAP and our contractors for the CIP project.

Miscellaneous/Contingency	\$154,000.00	\$32,800.00	0.00%
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Description

Funding for potential costs due to the current pandemic, COVID-19 and return of staff to onsite work:

- 1) \$4,200 (\$350 per occurrence x 12) - for COVID exposure cleaning in isolated area
- 2) \$6,940 - for cleaning supplies as well as any other additional considerations to be used to address COVID related operational expenses.

Internal Meetings	\$1,000.00	\$500.00	0.00%
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Description

These funds will cover light snacks for team and/or center sponsored trainings for staff as well as retreat sites and food, and other meetings as needed.

Consultant Fees	\$25,000.00	\$25,000.00	0.00%
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Description

Placeholder for any related Workplace Management/Facilities/CIP Contractors that may be needed to address reentry and COVID-19 related issues. Also includes reestablishment of our Red Cross relationship for our First Aid and AED training (\$1415 annually)

Professional Dues	\$8,000.00	\$1,000.00	0.00%
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Description

The Operational Excellence Sr. Strategist will include a PMI Membership (cost \$129) and the PMP prep exam course (cost \$800).

Airfare	\$1,000.00	\$2,025.00	0.00%
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Description

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

Lodging	\$1,000.00	\$2,430.00	0.00%
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Description

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

Per Diem	\$750.00	\$1,215.00	0.00%
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Description

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

Other Travel Expenses	\$500.00	\$405.00	0.00%
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Description

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

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

Placeholder for Operational Excellence, Facilities and Security conferences and trainings that may come up during the year.

First 5 LA
Long Term Financial Plan - Multi-Year Detail

Beginning Fund Balance as of July 1	\$	352,109,768	\$	316,422,237	\$	290,719,053	\$	266,895,764	\$	233,840,557	\$	205,140,774	\$	180,419,412	\$	159,576,776
Projected Revenue (by Fiscal Year)		ACTUALS FY 2020-21		REVISED BUDGET FY 2021-22		FY 2022-23 BUDGET		FY 2023-24		FY 2024-25		FY 2025-26		FY 2026-27		FY 2027-28
Proposition 10 Tax Allocations	\$	78,806,030	\$	76,121,839	\$	73,635,786	\$	70,710,739	\$	68,420,915	\$	66,156,945	\$	64,172,237	\$	62,247,070
Adjustment in Response to Proposition 56 Trend				(1,522,437)		(736,358)		(707,107)		(684,209)		(661,569)		(641,722)		(622,471)
Other Revenue		3,226,759		5,789,000		5,308,077		2,000,000		2,000,000		2,000,000		2,000,000		2,000,000
Interest Earnings		1,987,841		4,288,532		3,962,292		3,639,014		3,228,612		2,870,631		2,562,066		2,300,404
Total Projected Revenue	\$	84,020,630	\$	84,676,934	\$	82,169,797	\$	75,642,645	\$	72,965,318	\$	70,366,007	\$	68,092,581	\$	65,925,003
Annual Program Demands	Commitment (June 30, 2018)	Estimated Program Demands (by Fiscal Year)														
		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	\$	37,586,382	\$	40,261,000	\$	38,170,000								
Communities - Best Start Communities/New Activities		-		16,621,055		17,759,000		16,302,000								
Early Care & Education Systems		24,606,567		13,562,410		12,805,000		10,942,000								
Health-Related Systems		-		2,575,833		5,856,000		5,832,000								
Center Support				695,000		600,000										
TOTAL 2015-2020 STRATEGIC PLAN (By Outcome Area)	\$	36,706,020	\$	70,345,680	\$	77,376,000	\$	71,846,000	\$	-	\$	-	\$	-	\$	-
TOTAL LEGACY INVESTMENTS	\$	64,770,198	\$	2,627,621	\$	2,252,000	\$	2,200,000	\$	-	\$	-	\$	-	\$	-
Emerging Opportunities			\$	200,000	\$	150,000	\$	1,500,000	\$	1,500,000	\$	1,500,000	\$	1,500,000	\$	1,500,000
CROSS-CUTTING AND SUPPORT INVESTMENTS																
Office of Communications				3,914,000		3,597,000										
Policy and Strategy/Office of Government Affairs & Public Policy				6,583,767		3,013,250		4,153,000								
Office of Data for Action				1,912,510		1,659,400		1,802,000								
TOTAL CROSS-CUTTING AND SUPPORT INVESTMENTS	\$	-	\$	8,496,277	\$	8,586,650	\$	9,552,000	\$	-	\$	-	\$	-	\$	-
PROGRAM OPERATING COST				7,856,620		8,193,010										
TOTAL ESTIMATED PROGRAM DEMANDS	\$	81,469,578	\$	96,271,270	\$	91,941,010	\$	92,393,174	\$	86,415,336	\$	80,824,264	\$	75,594,934	\$	70,703,941
Estimated Operating Expenditures (Admin cost)				14,135,548		14,052,077		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	\$	103,896,716	\$	110,380,118	\$	105,993,086	\$	108,697,852	\$	101,665,101	\$	95,087,369	\$	88,935,216	\$	83,181,108
TOTAL ESTIMATED SPENDING IN EXCESS OF REVENUES	\$	19,876,086	\$	25,703,184	\$	23,823,289	\$	33,055,207	\$	28,699,783	\$	24,721,362	\$	20,842,635	\$	17,256,105
PROJECTED ENDING FUND BALANCE	\$	316,422,237	\$	290,719,053	\$	266,895,764	\$	233,840,557	\$	205,140,774	\$	180,419,412	\$	159,576,776	\$	142,320,671
Reserve - Organizations Approved Budget	\$	25,974,179	\$	55,190,059	\$	52,996,543	\$	54,348,926	\$	50,832,550	\$	47,543,684	\$	44,467,608	\$	41,590,554
PROJECTED AVAILABLE ENDING FUND BALANCE	\$	290,448,058	\$	235,528,994	\$	213,899,221	\$	179,491,631	\$	154,308,224	\$	132,875,727	\$	115,109,168	\$	100,730,117

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 2021-22 is 1.2%
- c) Reserve assumes 25% of the total FY 2020-21 actual budget and 50% of the total budget effective FY 2021-22 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 2022-23 through FY 2027-28 is approximately 3%.
- f) Revenue estimates are based on projections provided in May 2021 by F5CA and CDTFA.
- g) Other Revenue includes: F5CA Revenue (Impact, DPH, F5CA Home Visit Coordination Project) and FY 2021-22 Includes: F5CA Revenue, MAA, LACOE and Investment Revenue
- h) Starting FY 2026-27, there is a 3% decline in Prop 10 revenue.
- i) Emerging Opportunities resources are included for FY 2023-24 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 revised Long-Term Financial Plan is presented to the Board of Commissioners as an information update to the Plan approved in July 2020, which will be presented for future action in June 2022.

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 tool for focusing resources on Strategic Plan priorities, deepening our sustainability work, and leveraging non-First 5 LA resources. For FY 2022-23, not only is the total proposed budget of \$105.99 million below the established \$108.7 million spending limit for the fiscal year, but approximately \$5.3 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 \$55.8 million to \$100.7 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 second 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 to provide context for budget funding decisions. The July 1, 2018 through June 30, 2028 plan period includes three years of historical actual expenditure data with more details provided for the mid-year revised FY 2021-22 budget year as well as the upcoming proposed FY 2022-23 budget year. Resources for years 6 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 investments 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 actuals, FY 2021-22 mid-year revised budget, FY 2022-23 draft budget and five 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 2020-21 audited actual expenditures, as reflected in section A of this memo.
- FY 2021-22 estimates expenditures using the mid-year revised budget estimates of \$110,380,118 million, a decrease of \$4.4 million to the anticipated spending for FY 2021-22.
- FY 2022-23 estimated 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 \$105.99 million is below the \$108.7 million spending limit established for FY 2022-23. Any adjustments to the draft FY 2022-23 budget based on board presentations and input will be incorporated into the Plan.
- As part of the action taken to approve the FY 2021-22 Budget in June 2021, 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, 2021.
- 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 2023-24 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 2023-24 through FY 2027-28, as included in the approved Long-Term Financial Plan approved in July 2020. Emerging Opportunity resources will be assessed for appropriate annual funding levels during the budget development and approval process.
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, or \$55.8 million as reflected in the Revised Plan approved in June 2021, to \$100.7 million reflected 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 2021-22 beginning fund balance of \$316,422,237 reflects the most recent audited ending fund balance per the Comprehensive Annual Financial Report (Annual Report) for the fiscal year ending June 30, 2021. The beginning fund balance in future years, beyond FY 2021-22, 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 \$76.1 million in FY 2021-22 and \$73.6 million in FY 2022-23, 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 by 1%, for the purposes of this analysis. 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 2021-22 are projected at approximately \$4.3 million. Interest earnings for FY 2022-23 are projected at approximately \$4.0 million. In addition, the **Other Revenue** category also includes funding from First 5 California, the Los Angeles County Department of Public Health and a Medi-Cal Managed Care Plan for FY 2021-22 (total of \$5.77 million) and funding from First 5 California, the Los Angeles Department of Public Health and the Los Angeles County Office of Education for FY 2022-23 (total of \$5.31 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 2022-23 is included in the FY 2022-23 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.
- 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 2024 as approved by the Board in November 2018.

E. Operating Expenditure Assumptions

The Revised FY 2021-22 Operating Budget of \$21.97 million included assumptions related to staffing, salary and benefit costs, professional development and other operating costs. The FY 2022-23 Draft Budget proposes \$22.2 million in operational costs to support the organizational needs, including 5% merit, \$150,000 equity/market adjustment, and an increase in health insurance costs, as well as other supplies and services costs as needed. Staff recognizes that operating requirements and structure will continue to evolve and change to best support the work of the Commission as the Commission activities shift toward greater alignment with our fiscal realities.

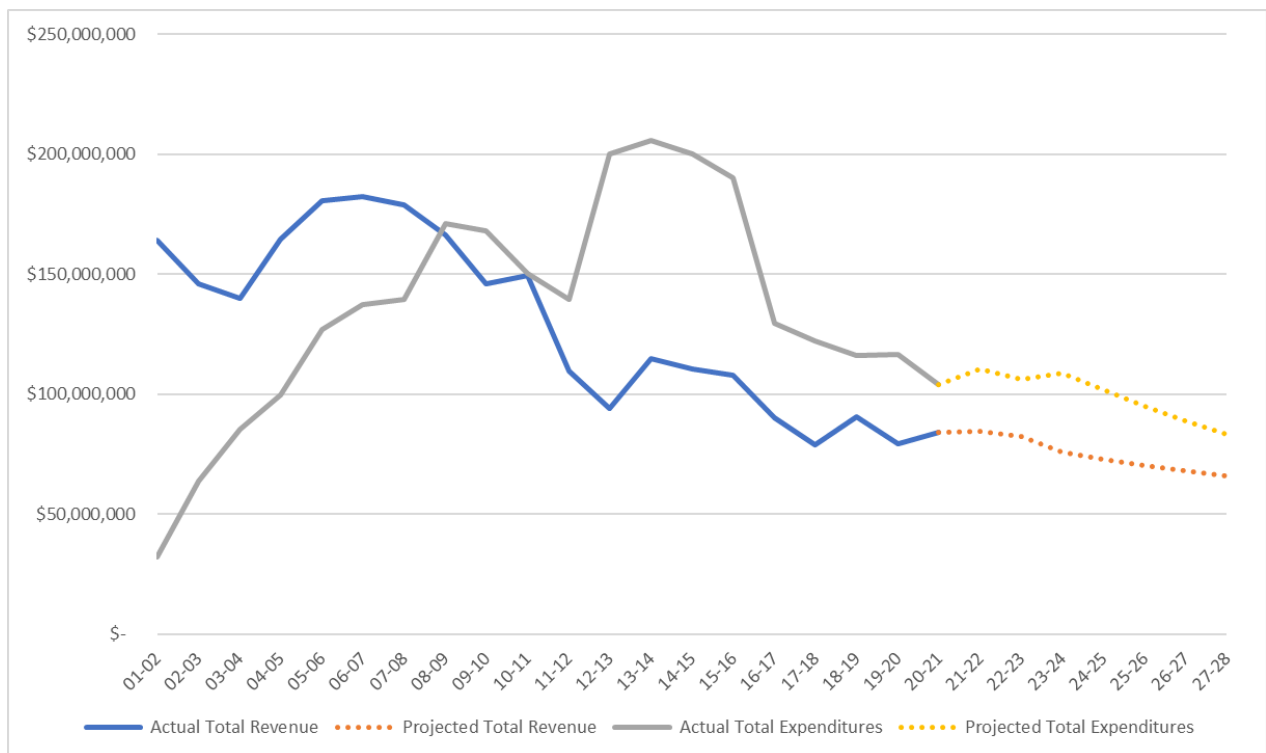
Overall, we do anticipate all operational costs will continue to increase slightly from year to year due to standard salary increases, the rising cost of health insurance, and the inflation of the cost of goods and services. Although the LTFP is not the vehicle for updating the budget, additional staff analysis and recommendations are included for Board action in the FY 2022-23 Budget materials.

The LTFP does assume compliance with the Commission's annual administrative limit, which for FY 2022-23 is 13.26% of proposed spending, within the 15% limit established with the approval of the Plan in July 2020.

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 18.2% by FY 2027-28, from the \$76.1 million anticipated to be received in FY 2021-22 to an estimated \$62.3 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 2021-22. The total impact of the anticipated expenditures in FY 2021-22 is approximately \$110.4 million, or 30.4% above the estimated incoming revenue (including the 1% 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 2022-23 is \$106.9 million, or 30.1% 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 68.2% decrease in fund balance from the July 1, 2021 beginning fund balance of \$316.4 million to a projected available ending fund balance of \$100.7million by June 30, 2028. This \$100.7 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 \$55.8 million to \$100.7million, an increase of approximately \$45.0 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 changes to major assumptions related to additional funding, both restricted and unrestricted, outside of the Proposition 10 and the Proposition 56 backfill dollars.

In addition, staff are presently exploring alternate scenarios to achieve the alignment of revenues and expenditures by time certain and to clarify the use of the fund balance. This analysis is grounded in a number of guiding principles, including minimizing dramatic fiscal cliffs (reductions greater than 10% annually) during the remaining years of the 2020-2028 Strategic Plan, minimizing disruption in work underway that advances First 5 LA priorities, and maximizing the use of our available fund balance. The intent is to further embrace our fiscal reality and role as fiscal stewards and to preempt situations that could threaten our long-term success through strategic planning, budgeting, and policy development. This would aid the organization in minimizing work disruption and maximizing our fiscal resources in a manner that gets us more closely aligned toward our strategic goals and the impact we seek. Staff is expecting to return to the Commissioners with more information related to scenario discussions in the fall.

Any updates to the LTFP will be presented to the Board for approval.

VI. 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 considering an ever-decreasing fund balance.

First 5 LA will continue working to identify the appropriate level of resources for distribution in support of the short and long-term 2020-2028 Strategic Plan efforts. Any changes to the proposed long-term plan costs and revenues will be shared with the Board for discussion, feedback and approval through the next long-term financial plan update.

FY 2022-23 Budget and Long-Term Financial Plan

Combined Meeting of the Budget
& Finance and Executive
Committees

May 4, 2022



Objectives

- 1) Highlights
- 2) Budget Overview
 - Programmatic Costs
 - Operating Costs
 - Administrative Cost Limit
- 3) Long-Term Financial Plan: Overview, Assumptions, Adjustments, Results
- 4) Updating our LTFP in the current Context and soliciting feedback on our Guiding Principles
- 5) Next Steps

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Highlights

- 1) Continued eye toward long-term sustainability
 - Restricted Board approved non-Proposition 10 funding will offset expenditures (\$5.3 M)
- 2) Continuing to work through a global pandemic (as infections begin to wane)
- 3) Activities sunseting consistent with terms
- 4) Proposed budget resources are anchored on the work priorities and fiscal realities, aligned with the Strategic Plan

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Budget Components

Components of the FY 2022-23 Budget

1. Strategic Plan

a) Center for Child & Family Impact

b) Offices

2. Legacy Investments

3. Emerging Opportunities

4. Internal Operations (Operating Budget)

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FY 2022-23 Budget Summary

Budget Component	FY 2021-22 Budget		Proposed FY 2022-23 Budget	Variance	
	Original	Revised			
Program					
<i>Center for Child & Family Impact Total</i>	77,525,000	77,376,000	71,846,000	(5,530,000)	
<i>Offices Total</i>	10,060,000	8,586,650	9,552,000	965,350	
<i>Total 2020-2028 Strategic Plan</i>	\$ 87,585,000	\$ 85,962,650	\$ 81,398,000	\$ (4,564,650)	²⁴⁶ -5.3%
<i>Legacy Investments</i>	3,219,000	2,252,000	2,200,000	(52,000)	
<i>Emerging Opportunities</i>	1,500,000	200,000	150,000	(50,000)	
Total Program	\$ 92,304,000	\$ 88,414,650	\$ 83,748,000	(4,666,650)	-5.3%
Operating*	21,992,168	21,965,468	22,245,086	279,618	1.3%
TOTAL BUDGET	\$ 114,296,168	\$ 110,380,118	\$ 105,993,086	\$ (4,387,032)	-4.0%

* Includes COE, EDO, Office of Communications, and Program Ops

- Net decrease of \$4,387,032 or 4.0%
- Net decrease of approximately \$4.7 million (5.3%) in total programs budget
- Net increase of approximately \$280,000 (1.3%) in operating costs
- \$150,000 in Emerging Opportunity resources
- Total budget will be offset by \$5.3 million in external revenues

Center for Child & Family Impact

Budget Component	Revised FY 2021-22	Proposed FY 2022-23 Budget	Variance
Program			
<i>Center for Child & Family Impact</i>			247
Family Supports	\$ 40,261,000	\$ 38,170,000	\$ (2,091,000)
Communities	17,759,000	16,302,000	(1,457,000)
Early Care & Education Systems	12,805,000	10,942,000	(1,863,000)
Health Systems	5,856,000	5,832,000	(24,000)
Center Support	695,000	600,000	(95,000)
<i>CCFI Total</i>	<i>77,376,000</i>	<i>71,846,000</i>	<i>(5,530,000)</i>

Offices

Budget Component	Revised FY 2021-22	Proposed FY 2022-23 Budget	Variance
Program			248
<i>Offices</i>			
Office of Government Affairs & Public Policy	3,013,250	4,153,000	1,139,750
Office of Communications	3,914,000	3,597,000	(317,000)
Office of Data for Action	1,659,400	1,802,000	142,600
<i>Offices Total</i>	8,586,650	9,552,000	965,350
Total 2020-2028 Strategic Plan	\$ 85,962,650	\$ 81,398,000	\$ (4,564,650)

Legacy Investments/Emerging Opportunities

Legacy Investments

- One remaining legacy investment:
 - Little by Little/One Step Ahead
 - Downward adjustment to Little by Little in anticipation of external funding

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Emerging Opportunities

- Proposed \$150,000 budget aligns with historical spending

Internal Operations (Operating Budget)

Estimates were informed by:

- Alignment of staffing needs to strategic direction and priorities
- Fiscal reality
- Historical spending trends
- Contracts with existing and prospective grantees/vendors
- Anticipated activities and expenditures
- Timing of expenditures based on the timeline of activities

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Internal Operations (Operating Budget)

OPERATING COST CATEGORY	FY 2021-22 Budget				Proposed	
	Original		Revised		FY 2022-23 Budget	
Personnel Services	\$ 17,404,106	79.1%	\$ 17,361,106	79.0%	\$ 17,504,875	78.7%
Operating Services	1,840,224	8.4%	1,831,724	8.3%	1,655,678	7.4%
Consultant Services	1,801,100	8.2%	1,812,100	8.2%	2,038,100	9.2%
Professional Services	468,623	2.1%	517,623	2.4%	520,995	2.3%
Travel Expenses	113,600	0.5%	80,600	0.4%	202,888	0.9%
Professional Development	364,515	1.7%	362,315	1.6%	322,550	1.4%
Total Operating Costs	\$ 21,992,168	100%	\$ 21,965,468	100%	\$ 22,245,086	100%

Note: Percentages have been rounded to the nearest whole

- 118 FTE budgeted for a full-year
- 17 vacant positions at time of budget development
- Benefits calculated at the single employee average salary/hourly rate for vacant positions
- 5% merit increase
- 3.5% rate of attrition/turn-over rate
- \$150,000 equity/market rate adjustment

Administrative Cost Limit (ACL)

\$14.1 million or 13.26% of the total proposed FY 2022-23 budget

- Broad (Inclusive) Approach:
 - All costs for administrative teams, including the COO's Center budget and Executive Director's Office budget, as well as 100% of salary/benefit costs for the EVP, Directors and Administrative Assistants
- Decrease of approximately \$84,000 compared to the FY 21-22 Mid-Year Revised ACL of \$14.1 million (12.81%). Percentage increased due to a decline in program costs in proportion to administrative costs.
- Estimates adhere to the LTFP recommendations adopted in 2020 to establish a 15% total annual cost cap on Administrative costs.

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LONG-TERM FINANCIAL PLAN

LTFP: Overview

- 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.
- Our LTFP (plan period FY 2020-2028) is a spending plan – not a multi-year forecast like our former long-term projections. The plan includes: revenue, program commitments and operating expenditures that establish our spending ceilings. The plan also presents our fund balance through FY 27-28.

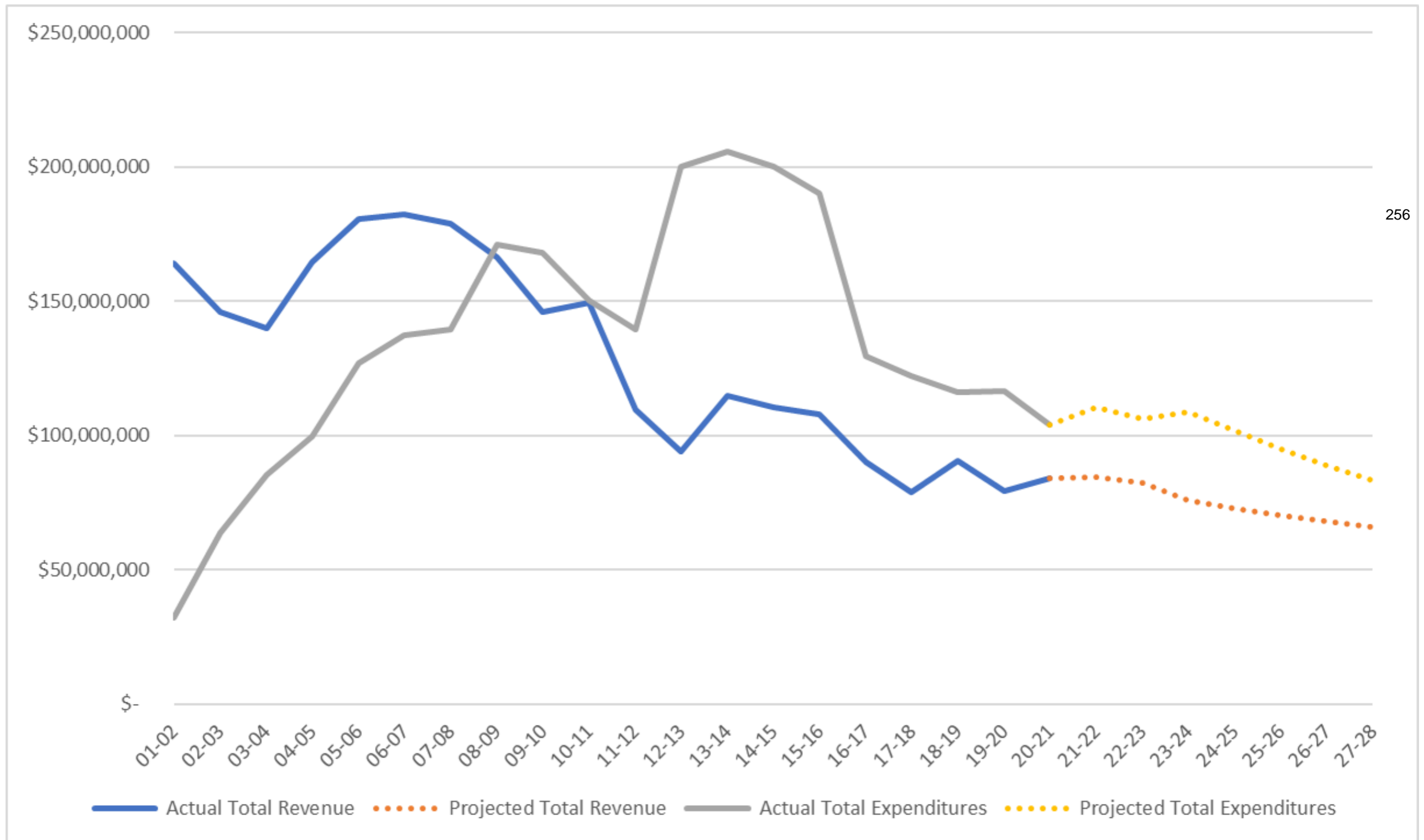
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LTFP: Overview

- The FY 22-23 Proposed Budget is adhering to the spending limit established by the Long-Term Financial Plan and approved by the Board in FY 20-21
- The current process requires that we update the Plan estimates approved by the Board in July 2020 to capture the most recent audited fund balance, updated revenue forecasts, mid-year revised estimates, and the estimated expenditures for the proposed draft budget.

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Revenue & Expenditure Projections



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LTFP Assumptions

1. Annual spending limits were established and approved by the Board in July 2020
 - Program costs represent 85% of total costs on an annual basis
 - Operational 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 CA Department of Tax and Fee Administration (CDTFA).

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LTFP Assumptions

3. Other revenue estimates are updated to align with updated 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 \$100.7M
5. Reserve (Operations) assumes 50% of the total budget beginning with FY 2020-21 in accordance with Resolution #2020-05 reviewed and approved by the Board in July 2020

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Adjustments

- FY 20-21 Total Estimated Spending was revised to align with actual spending, per the audited financial statements
 - Revised from \$123.8M in estimated spending to \$101.1M in actual expenditures
- FY 21-22 Total Estimated Spending was revised to align with the FY 21-22 Mid-Year revised budget.
 - Revised from \$114.3M in estimated spending to \$110.4M in estimated spending
- FY 22-23 Total Estimated Spending was revised to align with the FY 22-23 Proposed Budget.
 - Revised from the \$108.7M spending cap established in the FY 20-21 LTFP to \$105.99M in estimated spending for FY 22-23

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Adjustments

- Revenue estimates were updated to align with projections provided in May 2021 by F5CA and CDTFA.
 - Other revenue estimates are updated to align with updated confirmed and projected revenues
 - Other Revenue includes: First 5 CA, LACDPH, and LACOE
- Internal Adjustment in response to the Proposition 56 revenue trend remains at a 1% downward adjustment through FY 27-28, based on recent trends

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Results

- ✓ Increase in Proposition 10 Revenue
- ✓ Decrease in expenditures from FY 2021-
FY 2023
- ✓ Increase in Projected Available Ending FY
27-28 Fund Balance from \$55.8M to
\$100.7M

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**Updating our
LTFP in the
Context of our
Fiscal Reality**

First 5 LA's Current Fiscal Reality

First 5 LA's current fiscal health continues to be strong.

- Projections from the Department of Finance June 2020 update reflect an increase in Prop 10 funds for FY 21-22, with a steady decline for the subsequent years
- Fund balance at the end of the 2020-2028 Strategic Plan projected to be \$100.7M

...and...

The adjusted Long Term Financial Plan (LTFP) continues to show projected expenditures consistently exceeding our annual revenues, though the gap is declining.

- The largest expenditures in First 5 LA's budget continue to fund direct services.
- Our current rate of spending is unsustainable over the long term.

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Key Questions Guiding LTFP Update Considerations

1. By what target date will annual expenditures and revenues align?
2. For what purposes should the remaining Fund Balance be used (after the 50% reserve)?

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Guiding Principles to Inform LTFP Scenarios

- Align revenue and expenditures by a time certain
- Adhere to Board-approved reserve policy (50% of annual budget)
- Minimize dramatic fiscal cliffs (reductions greater than 10% a year) during the remaining years of the 2020-2028 Strategic Plan
- Minimize disruption in work underway that advances First 5 LA priorities
- Deploy and maximize fiscal resources (including Fund Balance) strategically aligned with the impact we seek

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Target Date for Revenue Expenditure Alignment: Three Scenarios

- 1. Stay the Course:** maintain current glide path to alignment of revenues and expenditures
 - Alignment in FY35-36
 - Consistent with current LTFP practice
 - 6.5% decrease annually
- 2. Align to End of FY2020-2028 Strategic Plan:** accelerate path to align revenues and expenditures to the end of current Strategic Plan, which ends FY 2027-28
 - Alignment in FY28-29
 - Consistent with the original intent of the current LTFP
 - 6.5% decrease annually through FY27-28; estimated 28% reduction in FY28-29
- 3. Time Certain:** Select a specific target date for alignment of revenues and expenditures
 - Use target date to estimate annual reductions required to achieve alignment by a specific target date

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Potential Uses of the Fund Balance

The following are potential uses of the remaining Fund Balance after the 50% reserve:

1. Balance the Budget (current practice)
 - Fill the gap between revenue and expenditures
2. Revenue Stabilization
 - Revise investment policy to pursue a higher rate of return to generate annual investment income that can be deployed to help mitigate annual declines in tobacco tax revenue
3. Innovation/Emerging Opportunities (not currently an explicit use of the fund balance)
 - Test new systems change strategies
 - Maintain flexibility and responsiveness as public systems and community context shift

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Updating the LTFP: Considerations

The key questions regarding target date for LTFP alignment and use of Fund Balance assume an update to the LTFP that extends beyond FY27-28.

1. Current Board-approved LTFP is a fixed plan with a time horizon of 10 years (FY18-19 through FY27-28); current LTFP does not consider revenue and expenditures beyond FY27-28.
2. Our fiscal reality and stewardship responsibility invite consideration of a rolling LTFP that is updated to reflect outer years (e.g., FY21-22 through FY31-32); rolling plan allows for more prudent long-term financial planning.
3. An updated LTFP provides an opportunity to better reflect F5LA's strategic priorities while being more explicit about when revenues and expenditures will align.

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Budget & Finance Committee Discussion

Feedback on Guiding Principles

- Initial Feedback on Key Questions

1. By what target date will annual expenditures and revenues align (scenarios)?
2. For what purposes should the remaining Fund Balance be used (after the 50% reserve)?

- Additional Considerations

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NEXT STEPS



Next Steps

- **May 4, 2022– Combined BFC/Exec Committee Meeting**
 - Overview of the Draft FY 2022-23 Budget and Revised Long-Term Financial Plan
- **May 12, 2022– Commission Meeting**
 - Information Item: High-level Overview of the Draft FY 2022-23 Budget, Discussion of Proposed Programmatic Expenses, and Overview of Revised Long-Term Financial Plan
- **June 9, 2022 – Commission Meeting**
 - Action Item: Final FY 2022-23 Budget and Revised Long-Term Financial Plan presented to the Board for action
- **Fall 2022 – TBD**
 - Staff will return to the Board in the fall to further discuss the considerations related to the Long-Term Financial Plan

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THE END

1ST  LA
first 5 la
Giving kids the best start

Executive Committee Touch Points in 2022

Peter Barth, Chief of Staff



April 28, 2022

Work forecasted for 2022

Annual Work

1. Executive Director contract and performance
2. Budget development
3. Annual audit
4. Annual report to First 5 California

Work Specific to 2022

1. Board meeting schedule and approach
2. Potential bylaw revisions
3. Executive Director Succession Plan: ED Job Description
4. First 5 LA Compensation Study
5. Capital Improvement Project – Phase 2

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Executive Committee Meetings for 2022

Before the August Break (June – July):

- Meeting focused on Executive Director job description and compensation study
- Meeting focused on Board meeting schedule, approach, and potential changes to bylaws and governance guidelines

After the August Break (September – November):

- Follow-up meeting focused on compensation study and potential changes to bylaws and governance guidelines 275
- Meeting focused on initial thinking for Phase 2 of the Capital Improvement Project