AGENDA

SPECIAL JOINT MEETING OF THE BOARD OF COMMISSIONERS AND THE BUDGET & FINANCE AND EXECUTIVE COMMITTEES

Budget & Finance Committee Chair: Robert Byrd

Monday, May 4, 2015
3:00 PM

Meeting Location:
First 5 LA
750 N. Alameda Street
Los Angeles, CA 90012

1. **ACTION**
Call to Order
- Marvin Southard, Chair
2. **INFORMATION** **3**
Review Budget and Finance Committee Meeting Notes - April 6, 2015
- Marvin Southard, Chair
3. **INFORMATION** **7**
Monthly Financial Statements
- Raoul Ortega, Finance Director
4. **INFORMATION** **13**
Draft FY 2015-16 Budget
- Raoul Ortega, Finance Director
- Alison Mendes, Interim Finance Manager
- Jessica Kaczmarek, Director, Office of Strategic Planning and Implementation
5. **INFORMATION**
Public Comment
6. **ACTION**
Adjournment

A PUBLIC ENTITY
750 N. Alameda Street, Los Angeles, CA 90012 Phone: 213.482.5920 Fax: 213.482.5903 **First5LA.org**

FIRST 5 LA
SUMMARY MEETING NOTES
Budget & Finance Committee Meeting
March 2, 2015

COMMITTEE MEMBERS PRESENT:
Judy Abdo
Sandra Figueroa-Villa
Marvin Southard [Chair]

COMMITTEE MEMBERS ABSENT:
Jane Boeckmann [Excused]

COMMISSIONERS PRESENT
Suzanne Bostwick [Alternate]

STAFF PRESENT:
Kim Belshé, Executive Director
Tara Ficek, Director, Grants Management
Livier Cabezas, Program Officer, Grants Management
Alison Mendes, Interim Finance Manager
Raoul Ortega, Finance Director
Linda Vo, Board Secretary
John Wagner, Chief Operating Officer

1. Call to Order/Roll Call

The meeting was called to order by Chair Southard at 2:38 pm. Roll call completed.

2. Review of Meeting Notes – Budget and Finance Committee, December 11, 2014

As a follow up to December's Budget and Finance Committee meeting, Commissioner Bostwick informs the Committee that DPH did initiate a conversation with CEO's office about a board letter that originated from the CEO's office regarding contracts being mixed together since some are multiyear contracts with different sunsetting dates. The CEO's office responded by letting DPH know that they can discuss further once a Board letter from DPH is ready to go about whether or not any of the DPH programs needed any adjustments to make the budget process simpler. At that time, then the CEO's office would decide if they will split them up or if they will keep it at the CEO level on one board letter.

Ms. Belshé asks Commissioner Bostwick if the reason why this issue was raised originally was due to an inquiry on the Obesity Project. Commissioner Bostwick acknowledges that it is since if any budget adjustments come back on this particular project, then they would have to do delegated authority to make any changes on their side and would have to go back to the Board to get approval.

The item was reviewed and received with no deletions, additions, and/or changes.

3. Monthly Financial Statements

Mr. Ortega gives a brief overview of the monthly financial reports that were approved at the February Commission meeting. He reminds the Committee that First 5 LA began the month with a cash balance of $616.79 million. He states that $6.09 million in revenues, $1.20 million and $6.37 million was recorded during the month of January. Given this, Mr. Ortega says that First 5 LA ended the month with a cash balance of $615.32 million (a decline of $1.47 million).

Committee Chair Southard asked a question regarding MAA funding and whether or not this has changed. Mr. Ortega claims that we do still received MAA funding as claims are submitted on a quarterly basis and says that First 5 LA is expected to receive its next MAA funding in several weeks.

Committee Chair Southard would like to know what type of MAA funding First 5 LA receives and what the amount is.

Mr. Ortega says that the amount is approximately $45-$60,000 each quarter.

Ms. Belshé says that Welcome Baby/Home Visitation is one type of activity that would qualify to receive MAA funding. She acknowledges that it may seem like there is duplicate of our dollars being used for programs that would be covered by Federal dollars and that federal dollars are not being used to the extent that they should. She then reminds the Committee that this is why they have hired California Strategies that is working with Health Management Association (HMA) to help navigate medicaid.

Committee Chair Southard would like to know if there has been any investigation of having First 5 LA a participant in the development of a behavioral health plan as a ways of reducing costs. He says that DHS is also putting forward some district plans that First 5 LA might want to engage in since there may be additional local funds that could be identified that would help bring in more federal dollars.

Commissioner Abdo would like to know what are the strings attached to spending this money.

Committee Chair Southard says that you need to use it for the purpose that it was originally intended.

Mr. Ortega says that once we receive the funds from MAA, we take out our cost, with a 5% reserve, and then the funds are given back to the direct contractors that do the direct services that claim the MAA activities.

Commissioner Bostwick would like to know what the line item “Contingency” means on the financials with regards to the general operating budget.

Mr. Ortega says that this refers to the items that we don’t anticipate on happening. For instance, FY 14-15, we have budgeted for extra costs for items related to implementing the new strategic plan and this falls under the line item “Contingency”.

4. Program Expenditures Review- Health Access (Healthy Kids) - LA Care

Ms. Cabezas gives an overview of the Health Access initiative. She informs the Committee that the FY 2014-12 funding level is $600,000 and that the amount spent so far is $426,777, which is about 71% of the total funding level.

She then goes into a brief history of the initiative and informs the Committee that the Healthy Kids program is designed to provide access to low-to-no-cost health insurance for children ages 0-5 in LA County who are not eligible for Medi-Cal or other health insurance programs. In addition, she informs the Committee that Healthy Kids has been funded by First 5 LA since 2003. The first contract was a 5-year contract that was in partnership with the LA County Department of Public Health (DPH), where they operated they operated their Children’s Health Outreach Initiative (CHOI). At the end of the 5-year contract, the program did receive four one-year extensions and in 2011, Ms. Cabezas says that the Commission approved a $43 million contract annually for three years. And in 2012, the Commission approved the execution of the multiyear agreement with LA Care that allowed the advancement of all approved funds to the contractor.

5. Mid-year Budget Adjustments

Ms. Mendes gives a brief presentation on the mid-year budget adjustments. She reminds the Committee that in previous years, per Board-approved policy, any adjustments on the operating budget over $25,000 were always brought to the Commission for approval at mid-year. With regards to the Program budget, per Board-approved policy, all augmentations were brought to the Commission for approval on an as needed basis; reductions based on updated information during the year were not proposed.

She informs the Committee that staff will proceed with the same process in FY 2014-15 with regards to the operating budget. However, staff approach regarding adjustments on the program budget will be slightly modified, but still consistent with Board-approved policy. Staff has consolidated adjustments to the program budget into a single mid-year item. This approach included both additional identified needs as well as areas where reductions to spending authority are appropriate based on analysis on program spending and updated information.

Ms. Mendes provide the Committee with the following FY 2014-15 budget summary:

Budget Component	Approved FY 2014-15 Budget	Proposed Adjustments	Revised FY 2014-15 Budget
Program			
Place-Based Initiatives	$ 43,034,000	$ (4,110,000)	$ 38,924,000
Countywide Strategies	26,233,000	(1,969,000)	24,264,000
Countywide Initiatives	72,981,000	(7,176,000)	65,805,000
Prior Strategic Plan Initiatives	68,385,000	(130,000)	68,255,000
Research & Evaluation	10,570,000	(1,955,000)	8,615,000
2015-2020 Strategic Plan Implementation Activities	-	250,000	250,000
Total Program	$ 221,203,000	$ (15,090,000)	$ 206,113,000
Operating	19,355,179	-	19,355,179
Total FY 2014-15 Budget	$ 240,558,179	$ (15,090,000)	$ 225,468,179

She informs the committee that increases do not represent requests for new funding. Instead, all increases reflect spending within an approved allocation, existing contract, or delays that shifted costs or activities/deliverables from FY 2013-14 to FY 2014-15. Staff also retained a small portion of estimated cost savings to support potential activities related to the 2015-20 Strategic Plan.

Ms. Mendes explains that reductions represent revisions to the original budget estimates and are driven by delays in:

- Procurement and contract negotiation processes (Internal)
- Contract negotiation process; subcontracting process; hiring; completion of deliverables (External)

Reductions are also driven by updated information or changing circumstances such as final contract negotiation.

Ms. Mendes then goes onto highlighting the operating budget adjustments for 2014-15. She informs the Committee that the adjustments are cost neutral, meaning no additional funds are being requested. She also explains that the administrative limit remains under 5% of the overall FY 2014-15 budget increasing from 4.3% to 4.8%.

Operating Cost Category	Approved FY 2014-15 Budget	Proposed Adjustments	Revised FY 2014-15 Budget
Personnel Services	$ 15,238,672	$ (481,532)	$ 14,757,140
General Operating Expenses	1,509,250	(114,150)	1,395,100
Professional Services	722,846	(4,600)	718,246
Consultant Services	1,394,900	471,000	1,865,900
Travel & Meeting Expenses	329,511	129,282	458,793
Capital Improvements	160,000	-	160,000
Total Operating Costs	$ 19,355,179	$ -	$ 19,355,179

6. Public Comment

ADJOURNMENT:

The meeting was adjourned at 3:20 pm.

NEXT MEETING:

The next Budget and Finance Committee meeting will take place on Monday, May 4, 2015 at 1:00 pm.

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

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

Agenda Item: 3
Date: May 4, 2015

FIRST 5 LA

<u>SUBJECT</u>:
Monthly Financial Reports

<u>RECOMMENDATION</u>:
Approval of the monthly financial statements for the month ending March 31, 2015.

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

<u>DISCUSSION</u>:
First 5 LA began the month with a cash balance of $605.29 million. During the month, we recorded $12.14 million in revenues, $1.3 million in operating expenditures, $15.23 million in program expenditures, and $618,341 thousand in pass through expenditures. As a result, First 5 LA ended the month with a cash balance of $600.28 million, a decline of $5 million.

This report includes detailed financial information for the month ending March 31, 2015. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

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

- <u>Balance Sheet</u>: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of March 31, 2015.

- <u>Detailed operating and program expenditures</u>: Shows expenses against the FY 2014-15 Budget approved on June 12, 2014 and amended on March 12, 2015, concluding with a report of expenditures related to programs functioning as pass-through agreements.

Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
March 31, 2015, Unaudited

		REVENUES AND EXPENDITURES	
Cash Balance as of February 28, 2015	**$**	**605,286,149**	
Revenue			
Monthly State Allotments	$	8,290,154	**(1)**
State Commission Matching Grant - Cares Program		-	
Medi-Cal Administrative Activities (MAA)		-	
State Commission - Other Program Funds		3,612,413	
Interest Income - Unreserved		234,373	
Investment Income - Other		-	
Rental Revenue - La Petite		8,527	
Total Revenue	**$**	**12,145,467**	
Expenses			
Program Budget (Attachment A)			
Place-Based Initiatives	$	3,329,875	
Countywide Strategies		2,504,989	
Countywide Initiatives		6,879,359	
Prior Strategic Plan Initiatives		1,660,670	
Research and Evaluation Projects		854,744	
2015-2020 Strategic Plan Implementation Activities		-	
Total Initiative/Program Expenses	**$**	**15,229,637**	
Pass-Through (Attachment B)			
Medi-Cal Administrative Activities (MAA)	$	1,070	
Child Signature Program (CSP)		-	
Partnerships for Families (PFF) - LA county Dept. of Children and Family Services (DCFS)		617,271	
Total Pass-Through Expenses	**$**	**618,341**	
Operation and Administration (Attachment C)			
Personnel	$	1,039,108	
General Operating		80,220	
Professional Services		25,214	
Consultant Services		136,389	
Travel & Meetings		20,914	
Capital Improvements		-	
Total Operation and Administration	**$**	**1,301,844**	
Total Expenses	**$**	**17,149,822**	
Variance (Revenues - Expenses)	**$**	**(5,004,355)**	
Cash Balance as of March 31, 2015	**$**	**600,281,794**	**(2)**

NOTE: 1) Tobacco Tax Revenue for January 2015.
2) Cash Balance excludes fixed assets and Liabilities.

Attachment A

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
EXPENDITURES BY FY 2014-15 BUDGET
MARCH 31, 2015, UNAUDITED

INITIATIVE/PROGRAM	FY 2014-15 BUDGET*	MARCH EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING	FISCAL YTD EXPENDITURES /BUDGET%
PLACE-BASED INITIATIVES					
Best Start - Community Funding	12,908,000	483,582	3,415,970	9,492,030	26%
Best Start - Family Strengthening	26,016,000	2,846,294	13,148,348	12,867,652	51%
COUNTYWIDE STRATEGIES					
Data Systems Integration	1,745,000	59,684	451,783	1,293,217	26%
Health Access (Healthy Kids)	5,292,000	1,833,128	2,381,671	2,910,329	45%
Information Resource & Referral (211)	1,360,000	202,174	806,728	553,272	59%
Policy Advocacy Fund (PAF)	3,335,000	213,109	1,512,334	1,822,666	45%
Policy Agenda/Agency Advocacy	1,095,000	73,745	310,372	784,628	28%
Public Education	2,559,000	62,911	601,503	1,957,497	24%
Public Education - Conference Funding Grants	218,000	13,750	127,114	90,886	58%
Resource Mobilization - ECE	443,000	-	170,545	272,455	38%
Resource Mobilization - Funder Partnerships	416,000	-	217,189	198,811	52%
Resource Mobilization - Health	3,794,000	12,282	1,267,024	2,526,976	33%
Resource Mobilization - Matching Grant Program	163,000	-	144,172	18,828	88%
Resource Mobilization - Organizational Capacity Building	776,000	34,206	500,594	275,406	65%
Resource Mobilization - Project Development	350,000	-	7,800	342,200	2%
Workforce Development	2,718,000	-	543,429	2,174,571	20%
COUNTYWIDE INITIATIVES					
At-Risk Fathers Investment	2,000	-	1,500	500	75%
Black Infant Health	1,952,000	58,620	522,932	1,429,068	27%
Children's Dental Care	8,451,000	682,665	2,664,795	5,786,205	32%
Children's Vision Care	1,342,000	38,945	831,798	510,202	62%
Data Partnership with Funders	1,000,000	-	466,104	533,896	47%
Early Identification and Intervention - Autism and other Developmental Delays	854,000	78,627	477,371	376,629	56%
ECE Environmental Scan	211,000	-	-	211,000	0%
Healthy Food Access	1,941,000	95,887	1,080,185	860,815	56%
Little by Little/One Step Ahead	3,647,000	442,124	1,466,907	2,180,093	40%
Parent Child Interaction Therapy	4,672,000	382,784	773,159	3,898,841	17%
Peer Support Groups for Parents	1,058,000	55,313	296,499	761,501	28%
Reducing Childhood Obesity	13,387,000	3,967,609	3,967,609	9,419,391	30%
Substance Abuse Treatment Services	4,055,000	-	-	4,055,000	0%
Tot Parks and Trails	1,934,000	164,257	901,403	1,032,597	47%
Universal Assessment of Newborns	7,058,000	766,579	3,420,755	3,637,245	48%
Workforce Development - ECE Career Development Policy Project	1,151,000	37,453	560,124	590,876	49%
Workforce Development - ECE Workforce Consortium	13,090,000	108,496	2,084,139	11,005,861	16%
PRIOR STRATEGIC PLAN INITIATIVES					
Baby Friendly Hospitals	1,818,000	61,238	1,040,407	777,593	57%
Community Opportunities Fund	142,000	41,437	98,178	43,822	69%
Family Place Libraries	124,000	940	7,768	116,232	6%
LAUP	54,245,000	-	25,511,619	28,733,381	47%
Neighborhood Action Councils	1,902,000	271,256	1,834,308	67,692	96%
Oral Health & Nutrition (OHN)	879,000	123,735	401,060	477,940	46%
Oral Health & Nutrition - Dental Home	3,600,000	898,809	898,809	2,701,191	25%
Oral Health & Nutrition - Safety Net	55,000	-	-	55,000	0%
Oral Health Community Development	2,000	-	-	2,000	0%
Partnerships for Families (PFF)	5,488,000	263,254	4,666,231	821,769	85%
RESEARCH AND EVALUATION PROJECTS					
Data Development	2,275,000	716,184	1,412,976	862,024	62%
Program Evaluation	6,137,000	111,960	1,924,975	4,212,025	31%
Research Partnerships	198,000	26,600	87,964	110,036	44%
Results Dissemination	5,000	-	1,750	3,250	35%
2015-2020 STRATEGIC PLAN IMPLEMENTATION ACTIVITIES					
2015-2020 Strategic Plan Implementation Activities	250,000	-	-	250,000	
TOTAL	**206,113,000**	**15,229,637**	**83,007,902**	**123,105,098**	**40%**

* The FY 2014-15 Budget was approved by the Board of Commissioners on June 12, 2014 and amended on March 12, 2015, per agenda item #2D.

NOTES - EXPENDITURES BY FY 2014-15 BUDGET:

(1) Journal entries for FY 2013-14 accrued expenses were reversed in July 2014. The amounts reported are the actual program expenditures through March 31, 2015.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
EXPENDITURES - PASS-THROUGH
MARCH 31, 2015, UNAUDITED

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	MARCH EXPENDITURES	YEAR TO DATE EXPENDITURES
Medi-Cal Administrative Activities (MAA) - LA County Charges	-	-
Medi-Cal Administrative Activities (MAA) - Participation Payment	1,070	1,070
Child Signature Program (CSP)	-	3,697,106
Partnerships For Families - LA County Department of Children and Family Services (DCFS)	617,271	669,846
TOTAL	618,341	4,368,022

Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
March 31, 2015, Unaudited

OPERATION AND ADMINISTRATION EXPENSE	MARCH ACTUAL	FISCAL YTD ACTUAL	FY 2014-15 BUDGET	FISCAL YTD VARIANCE	FISCAL YTD/BUDGET %
Personnel Related Expenses					
Salaries & Wages	787,085	7,300,873	11,347,496	4,046,623	64%
Fringe Benefits	252,023	2,096,161	3,409,644	1,313,483	61%
	1,039,108	**9,397,034**	**14,757,140**	**5,360,106**	64%
General Operating Expenses					
ADP Payroll Charges	3,286	25,584	30,000	4,416	85%
Workers Compensation Insurance	-	96,173	123,500	27,327	78%
Corporate Insurance	-	66,136	73,500	7,364	90%
Mileage Expense	3,667	28,453	63,150	34,697	45%
Telephones & Modems	14,368	89,295	75,650	(13,645)	118%
Printing	1,420	17,502	24,500	6,998	71%
Postage & Delivery	1,100	12,144	13,300	1,156	91%
Office Supplies	4,906	42,652	67,980	25,328	63%
Subscriptions & Publication	(176)	1,193	6,850	5,657	17%
Equipment Rental	10,240	78,337	120,000	41,663	65%
Repair & Maintenance - Furniture & Fixtures	12,822	126,408	195,000	68,592	65%
Repair & Maintenance - Equipment	-	2,585	59,200	56,615	4%
Rents & Lease - Offsite Storage	427	14,481	20,600	6,119	70%
Los Angeles County Overhead	-	5,585	57,000	51,415	10%
Contingency	7,880	30,980	50,000	19,020	62%
Facilities & Other Supplies	47	4,242	12,150	7,908	35%
Utilities	10,429	117,351	160,000	42,649	73%
Educational Supplies	-	1,593	5,600	4,007	28%
Cell Phones	5,014	30,850	70,620	39,770	44%
Hardware & Software Maintenance	4,790	71,052	166,500	95,448	43%
	80,220	**862,595**	**1,395,100**	**532,505**	62%
Professional Services					
Audit and Accounting Fees	-	57,306	70,056	12,750	82%
Legal Fees	13,754	109,345	175,000	65,655	62%
Membership Dues	1,330	24,194	78,140	53,946	31%
Professional Development	5,766	22,942	246,550	223,608	9%
Professional Dues First 5 Association	-	-	50,000	50,000	0%
Staff Recruitment	904	9,328	24,500	15,172	38%
Commission Stipends	2,100	20,414	34,000	13,586	60%
Human Resources Related Costs	1,360	13,208	40,000	26,792	33%
	25,214	**256,736**	**718,246**	**461,510**	36%
Consultant Services					
Consultant Fees	115,584	587,169	1,622,400	1,035,231	36%
Other Professional Fees	19,365	183,149	239,500	56,351	76%
External Reviewers	1,440	1,440	4,000	2,560	
	136,389	**771,758**	**1,865,900**	**1,094,142**	41%
Travel & Meetings					
State Prop 10 Commission Activities	-	2,113	15,000	12,887	14%
Conferences - Travel & Lodging	7,138	32,289	79,292	47,003	41%
Conference - Registration Fees	2,762	36,432	82,495	46,063	44%
Local Meeting Expenses	5,458	52,121	159,700	107,579	33%
Lodging	2,568	27,811	83,222	55,411	33%
Per Diem	2,987	18,506	39,084	20,578	47%
	20,914	**169,272**	**458,793**	**289,521**	37%
Capital Improvements					
Capital Outlay (Equipment Purchases)	-	45,906	160,000	114,094	29%
TOTAL OPERATING EXPENSES	1,301,844	**11,503,302**	**19,355,179**	**7,851,877**	**59%**

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

* The FY 2014-15 Operating Budget was approved by the Board of Commissioners on June 12, 2014 and amended on March 12, 2015 per agenda item #2D.

Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
March 31, 2015, Unaudited

Assets			
Current Assets:			
Cash	$	3,877,152	
Cash- Morlin Mgmt Corp		26,950	
Investment:		-	
Operating and Allocated funds		540,112,859	**(1)**
Operating Fund - SRI		-	
Advance - LA Care Health Plan		9,202,303	
Advance - LAUP		41,702,793	
Advance - UCLA Dental Home Project		5,570,236	
Interest Receivable		-	
Other Receivables		(904)	
Total Current Assets	**$**	**600,491,389**	
Fixed Assets:			
Land	$	2,039,000	
Building & Improvements		12,076,512	
Furniture & Fixtures		627,671	
Computer, Software & Accessories		1,630,221	
Office Equipment		331,033	
Accumulated Depreciation		(4,621,999)	
Total Fixed Assets	**$**	**12,082,438**	
Total Assets	**$**	**612,573,827**	
Liabilities and Net Assets			
Current liabilities:			
Other Liabilities	$	302,609	**(2)**
Total Current Liabilities	**$**	**302,609**	
Net Assets:			
Investment in capital assets	$	12,082,438	
Restricted		600,188,780	
Total Net Assets	**$**	**612,271,218**	
Total Liabilities and Net Assets	**$**	**612,573,827**	

NOTES:

(1) Operating and Allocated funds - Included within this investment account is approximately $5.8 million intended for operating expenses for the next 3 months.

(2) Other Liabilities include accrued expenses, accrued vacation, security deposit from La Petite Academy and related liabilities.

Memo

To: Budget and Finance Committee

From: Kim Belshé, Executive Director

Date: May 4, 2015

Subject: **FISCAL YEAR 2015-16 PROPOSED BUDGET**

Members of the Budget and Finance Committee,

We are pleased to submit for your review the First 5 LA FY 2015-16 Proposed Budget, which includes funding for both program and operating costs. The FY 2015-16 Budget was prepared in accordance with Generally Accepted Accounting Principles (GAAP) and in compliance with First 5 Management Guide budgeting guidelines developed by the Government Finance Officers Association. This budget represents the first to align with the 2015-2020 Strategic Plan: Focusing for the Future.

Following Budget and Finance Committee review and feedback and consistent with the First 5 LA Governance Guidelines, we will present the Proposed Budget to the Commission in May 2015, and return in June 2015 to request final approval.

This transmittal letter is intended to provide an overview of the FY 2015-16 Proposed Budget and assumptions that inform the requests, including the following:

I. Budget Overview
   A. Overall Budget Summary
   B. Program Costs Summary
   C. Operating Costs Summary

II. Budget Development Context
   A. Format and Approach to the FY 2015-16 Budget
   B. Potential Future Changes

III. Revenue Assumptions

IV. Impact on Fund Balance

V. Administrative Cost Limit

VI. Conclusion

A PUBLIC ENTITY
750 N. Alameda Street, Suite 300 Los Angeles, CA 90012 Phone: 213.482.5902 Fax: 213.482.5903 First5LA.org

Key budget and supporting documents are included as the following:

Attachment A: FY 2015-16 Proposed Budget

- FY 2015-16 Budget Summary
- Budget Request for Programs by Initiative/Program
- Operating Request Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

Attachment B: FY 2015-16 Proposed Budget – Highlights

Attachment C: Program Request – Detail by Program

Attachment D: Operating Request – Summaries & Detail Tables by Department

I. BUDGET OVERVIEW

Combined efforts in recent years—including adoption of the Building Stronger Families Framework, the Listening, Learning and Leading (L3) effort, the updated Long Term Financial Projection, and the new Governance Guidelines—helped to inform the 2015-2020 Strategic Plan. The new Strategic Plan is intended to sharpen our focus, improve the impact we seek, live within our means, and strengthen internal capacity to deliver on our mission. FY 2015-16 will mark the first fiscal year under this fifth Strategic Plan, approved by the Commission in November 2014.

The 2015-2020 Strategic Plan lays out a clear path for First 5 LA to maximize its impact to strengthen families and improve outcomes for the greatest number of children prenatal to age 5 in L.A. County. Consistent with the Commission's strategic direction, First 5 LA will place greater emphasis on efforts to contribute to sustainable public financing, public policy and systems-level change, and less emphasis on funding direct services.

To ensure that all children in LA County enter kindergarten ready to succeed in school and life, the Strategic Plan directs that the Commission's work focus on the following four priority outcome areas, as defined below:

Families: Increased family Protective Factors

- Work with parents and caregivers so that they have the skills, knowledge and access to resources they need to support their child's development.

Communities: Increased community capacity to support and promote the safety, healthy development, and well-being of children prenatal to age 5 and their families

- Support a community's ability to foster safe, healthy, engaged neighborhoods that help children and their families thrive.

Early Care and Education Systems: Increased access to high-quality early care and education

- Increase access to affordable, quality child care and preschool.

Health-Related Systems: Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children prenatal to age 5 and their families

- Improve how health-related systems coordinate and deliver care to young children and their families in L.A. County.

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Based on the processes currently underway to effectively implement the strategies outlined in the Strategic Plan, the FY 2015-16 Proposed Budget represents a transitional budgeting approach. On the one hand, the budget reflects costs for roughly two dozen ongoing initiatives that will soon be either ending or ramping down. At the same time, the budget reflects recent commitments made by the Board, funding investments in priorities that continue in the new Strategic Plan—such as Welcome Baby and Select Home Visiting, the Best Start Communities, and policy efforts—and resources for more developmental activity to advance the 2015-2020 Strategic Plan. In addition, consistent with the Governance Guidelines and the Strategic Plan, we have prepared budget requests with a renewed focus on sustainability and leveraging.

The budget includes existing multi-year programs ("Legacy Investments") scheduled to conclude during the next Strategic Plan term. 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.

A. *Overall Budget Summary*

The total FY 2015-16 Proposed Budget is presented in a summary schedule in Attachment A. As shown in the following high-level table, the Proposed Budget totals $228.2 million, an increase of $2.7 million, or 1.2% over the FY 2014-15 revised budget of $225.5 million. Costs are estimated to increase by 0.7% for programs and 6.9% for internal operations.

BUDGET COMPONENT	FY 2014-15 Budget				Proposed FY 2015-16 Budget		Variance	
	Original		Revised					
Program	$ 221,203,000	92%	$ 206,113,001	91%	$ 207,485,000	91%	$ 1,371,999	0.7%
Operating	19,355,179	8%	19,355,179	9%	20,684,362	9%	1,329,183	6.9%
TOTAL BUDGET	**$ 240,558,179**	**100%**	**$ 225,468,180**	**100%**	**$ 228,169,362**	**100%**	**$ 2,701,182**	**1.2%**

Given the fiscal reality of declining resources—both revenue and fund balance—on which First 5 LA can rely for both programmatic and operational spending, it is important to note the strategic rationale driving the overall budget proposal. Reflecting Commission direction and priorities, narrative highlights of the FY 2015-16 Budget are presented in Attachment B.

As we enter into the first year of the new Strategic Plan, a number of "anchor" investments are ramping up to full implementation, driving anticipated costs for FY 2015-16 higher than in previous years. Specifically, FY 2015-16 will reflect continued ramp up of implementation of the Family Strengthening investments, including the Welcome Baby and Select Home Visiting programs, as well as the community capacity building investments in the 14 Best Start communities. In addition, resources are proposed in support of key activity as outlined in the Strategic Plan, including resources to continue expanding our policy and advocacy efforts as well as strategic communications.

A number of the legacy initiatives designed to broaden the reach of First 5 LA throughout the County are also expected to continue or achieve full implementation during FY 2015-16, including: Children's Dental Care, Children's Vision Care, Peer Support Groups for Parents, Reducing Childhood Obesity, and Universal Assessment of Newborns.

While the strategy refinement process continues, estimated resources to support the anticipated "Year 1" activities are included as part of the Strategic Plan Implementation Fund (SPIF). Based on the intensive work conducted through the implementation process currently underway, these resources represent estimated costs for activities that we expect to advance or achieve in FY 2015-16.

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B. *Program Costs Summary*

Program costs comprise $207.5 million, or 91% of the total Proposed Budget, as shown in the table below. Given that FY 2015-16 represents the first year of the 2015-2020 Strategic Plan, the initiatives summarized in Attachment A and highlighted in Attachment B are organized to reflect the new Strategic Plan and the three related components of implementation activity: 1) investments and approaches reaffirmed by the Board and aligned to the Strategic Plan, 2) existing investments potentially aligned to the Strategic Plan, and 3) new investments under development, to be aligned with the Strategic Plan (Strategic Plan Implementation Fund). In addition, the budget includes resources for the 25 legacy investments and research and evaluation projects with ongoing costs in FY 2015-16. We anticipate that the program budget structure as presented in Attachment A and in the table below may require modifications in the future to best support our strategic direction based on implementation and strategic refinements that will continue to evolve and inform implementation activities.

BUDGET COMPONENT	FY 2014-15 Budget				Proposed	
	Original		Revised		FY 2015-16 Budget	
Program						
2015-2020 Strategic Plan: Focusing for the Future						
a. Investments/Approaches Reaffirmed by the Board and Aligned with SP	$ 48,801,000	20%	$ 44,698,000	20%	$ 61,301,000	27%
b. Existing Investments Potentially Aligned with SP	7,305,000	3%	6,652,000	3%	3,610,000	2%
c. New Investments Under Development, to be Aligned with SP (Strategic Plan Implementation Fund)	-	0%	250,000	0%	3,104,000	1%
Total 2015-2020 Strategic Plan	$ 56,106,000	23%	$ 51,600,000	23%	$ 68,015,000	30%
Legacy Investments	151,454,000	63%	143,153,000	63%	131,556,000	58%
Research & Evaluation	13,643,000	6%	11,360,000	5%	7,914,000	3%
Total Program	$ 221,203,000	92%	$ 206,113,000	91%	$ 207,485,000	91%
Operating	19,355,179	8%	19,355,179	9%	20,684,362	9%
TOTAL BUDGET	**$ 240,558,179**	**100%**	**$ 225,468,179**	**100%**	**$ 228,169,362**	**100%**

Consistent with the FY 2014-15 Budget, program costs reflect a continuation of planned implementation of initiatives and programs according to their approved timeline, actions taken by the Commission during FY 2014-15 to extend certain initiatives and programs, continued implementation of anchor investments in the Best Start Communities and Welcome Baby/Select Home Visiting activities, and estimated costs necessary to carry out Year 1 activities for the 2015-2020 Strategic Plan. Program costs largely support contract awards and grants to agencies and include all planning, implementation, evaluation and associated communications and marketing costs for services, programs and projects.

Attachment A presents the proposed budget request for programs by initiative. At this point in time, the budget includes 35 initiatives with anticipated costs to be incurred during FY 2015-16, a decrease from the 47 initiatives in FY 2014-15 due to 10 initiatives expiring by June 30, 2015 and the incorporation of two initiatives within existing initiatives in order to better reflect the overall purpose.

Program investments are presented based on the following overarching categories:

1) 2015-2020 Strategic Plan: Focusing for the Future:

a. Investments and Approaches Reaffirmed by the Board and Aligned with the Strategic Plan – This category includes the following:

i. Anchor activities outlined in the Strategic Plan that represent program implementation in progress, including Welcome Baby and Select Home Visiting, as well as the community capacity building implementation activities in the 14 Best Start Communities.

ii. Approaches that were included as part of the 2015-2020 Strategic Plan that are key to advancing all four of the outcome areas established by the Plan, including policy and advocacy efforts, as well as communications and marketing.

b. Existing Investments Potentially Aligned to the Strategic Plan – These investments reflect existing work that may be potentially aligned to the four outcome areas of the Strategic Plan. These investments will be subject to additional analysis and consideration of their alignment to the strategies and outcomes of the new Strategic Plan. This category includes investments that have already been presented to the Commission in the context of the expiring initiatives process, including Information Resource and Referral and Healthy Kids.

c. New Investments Under Development (Strategic Plan Implementation Fund) – This fund represents an estimate of resources anticipated to be needed to support new work related to the anticipated Year 1 activities of the 2015-2020 Strategic Plan, based on the strategy refinement work done to date. The overall purpose of the strategy refinement process was to continue developing the implementation requirements necessary to move forward the strategies identified in the Strategic Plan. This process was intended to inform how First 5 LA will use its resources to further the outcome areas outlined by the Plan by identifying those activities within the outcome areas that can reasonably be expected to take place during FY 2015-16, and providing realistic cost estimates needed to support these activities. The resources proposed within this category represent high-level estimates of costs related to new work only, reflecting the best thinking to date regarding the potential needs for Year 1 activities. Additional information will become available to further clarify the cost requirements as work continues to refine the activities for FY 2015-16.

2) Legacy Investments – These 25 investments represent ongoing work of the Commission that is expected to end according to the terms of the initiative or project approval. This category includes some investments that may align with the outcomes and strategies of the Strategic Plan, but which have yet to go through the assessment process because they are scheduled to end beyond FY 2015-16. These will be evaluated in the future consistent with the First 5 LA Governance Guidelines and the expiring initiatives assessment process.

3) Research and Evaluation – These include projects that align with and contribute to the outcomes and strategies of the 2015-2020 Strategic Plan, as well as ongoing projects aligned to our legacy investments. Proposed resources are based on the analysis presented to the Commission in March 2015 by the Research and Evaluation team and demonstrate First 5 LA's commitment to learning from our current and past investments. The Research and Evaluation Department is in the process of developing the Monitoring, Evaluation and Learning (MEL) Framework, which provides a comprehensive structure for organizing First 5 LA's Research and Evaluation activities. The transition to the new framework will occur

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during FY 2015-16 and may result in changes to how these items are categorized in the context of the fiscal year budget.

Attachment B provides narrative highlights of certain programs (investments that are large, high-profile, or Commission priorities) as well as additional information regarding SPIF. Attachment C provides additional detail on each program budget request.

The table on page 4 compares the current year budget with the FY 2015-16 Proposed Budget. As FY 2015-16 represents a transitional year as First 5 LA moves into the timeframe governed by a new Strategic Plan, the modest $1.4 million increase represents a net change that encapsulates changes related to work that has ended, as well as work that is ramping down, continuing, increasing, or is in development. The primary drivers of the net $1.4 million increase include the following:

1. Ramp-up of the Best Start direct service investments in Family Strengthening, which includes both Welcome Baby and Select Home Visitation in the 14 Best Start communities, and Universal Assessment of Newborns outside of the communities.
2. Ramp-up of implementation related to the Building Stronger Families Framework in the 14 Best Start communities, including work related to planning and execution of the Learning by Doing projects and results-focused actions.
3. Full implementation of various legacy county-wide initiatives, including the following:
   a. Children's Dental Care;
   b. Children's Vision Care;
   c. Healthy Food Access;
   d. Peer Support Groups for Parents; and
   e. Reducing Childhood Obesity.
4. Expanded resources to support policy and advocacy activities, consistent with the policy priorities (ECE and home visitation) and strategies outlined in the Strategic Plan.
5. The inclusion of SPIF, which represents estimated resources to support new work under development to begin critical Year 1 activities to begin implementation of the 2015-2020 Strategic Plan.

C. *Operating Costs Summary*

Operating costs comprise $20.7 million, or 9% of the total Proposed Budget, with approximately 79% of funding for First 5 LA's internal operations supporting salaries and benefits for management and staff, as presented in the following table.

OPERATING COST CATEGORY	FY 2014-15 Budget Original		FY 2014-15 Budget Revised		Proposed FY 2015-16 Budget	
Personnel Services	$ 15,238,672	79%	$ 14,757,141	76%	$ 16,367,981	79.1%
General Operating Expenses	1,509,250	8%	$ 1,395,100	7%	1,398,990	6.8%
Professional Services	722,846	4%	$ 718,246	4%	714,900	3.5%
Consultant Services	1,394,900	7%	$ 1,865,900	10%	1,623,500	7.8%
Travel & Meeting Expenses	329,511	2%	$ 458,793	2%	458,991	2.2%
Capital Improvements	160,000	1%	$ 160,000	1%	120,000	0.6%
Total Operating Costs	**$ 19,355,179**	100%	**$ 19,355,180**	**100%**	**$ 20,684,362**	**100.0%**

An increase of $1.3 million in operating costs from the current year is primarily due to costs related to the approval and implementation of Board-approved policy that resulted from last year's comprehensive compensation study conducted of First 5 LA in FY 2013-14. This included

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the approval of a salary structure, adjustments to bring employee compensation in alignment to the structure and new philosophy, and an enhancement to the retirement benefits offered by the organization. In addition, various position changes during FY 2014-15 and the addition of new positions for FY 2015-16 also increased the overall cost of personnel. Attachment B provides a more detailed narrative discussion of operating cost highlights, which include:

- Staff and related support costs for program planning, design, development and management;
- Staff and related support costs for program evaluation, data collection and reporting; and
- Administration and related overhead costs associated with operating First 5 LA. Per Commission policy, an annual ceiling of administrative expenses is adopted as part of the budget process. The proposed administrative cap for FY 2015-16 is 4.94%. (Refer to Section V.)

In addition to the highlights provided in Attachment B, Attachment D provides further detail on the operating budget request by internal division and department, based on the existing organizational structure.

II. BUDGET DEVELOPMENT CONTEXT

This section highlights the context in which the budget was developed and potential modifications we may recommend in the future.

A. Format and Approach to the FY 2015-16 Budget

FY 2015-16 represents First 5 LA's fifth official program budget. In each of the four previous years, we have made significant changes to the format and the approach used to develop the budget. The FY 2015-16 Budget continues to encourage transparency and improve the accuracy of financial projections.

Consistent with FY 2014-15, the role of the FY 2015-16 Budget is to provide a blueprint for spending on Commission priorities, including setting outside spending parameters based on estimates. To maintain fiscal control, we define Budget Authority as a spending cap, and thus have developed the budget based on spending estimates—rather than negotiated contract amounts—so staff will have 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, proposed use of funding, and the methodology used to determine the funding level.

Modifications were also incorporated into the process for mid-year adjustments to the overall budget during FY 2014-15. Per current First 5 LA policy, any change to the spending levels approved at the initiative level in the program budget requires formal approval by the Board of Commissioners via Resolution. In previous years, we requested periodic approval of augmentations to the program budget as needed during the year, but did not return to the Commission at any point to request reductions to the approved amounts. During FY 2014-15, all program budget augmentations were incorporated into a single item presented to the Commission for approval in March 2015, along with reductions to programs that were anticipated to underspend their approved budget levels by 10 percent or more. These adjustments resulted in a net decrease to the overall FY 2014-15 Budget of approximately $15.1 million, for a revised fiscal year budget of $225.5 million.

B. Potential Future Changes

This budget was prepared as the organization continues the strategy refinement process for the implementation of the 2015-2020 Strategic Plan. Because the anchor investments in Welcome Baby/Select Home Visiting and the community capacity building work of the 14 Best Start Communities are already underway, estimates were incorporated into the FY 2015-16 Budget to support these efforts. Given that much of the new work in support of the Strategic Plan outcome areas is still in development, initial cost estimates of resources required to support the anticipated Year 1 activities are less precise. In recognition of the developmental nature of these initial activities and estimated costs, staff proposes the use of SPIF, as put forward in the Board-approved mid-year budget adjustments for FY 2014-15. As the strategy refinement process continues, costs associated with initial implementation activities will become more concrete, and we will return to the Commission to provide updates on the uses of these funds as appropriate.

In addition, work is currently underway regarding the appropriate processes and structure required to effectively advance the work outlined in the strategic plan, as well as to support the work related to legacy investments that extend into the 2015-2020 Strategic Plan term. This work is expected to evolve throughout the next fiscal year, and the impact to processes and the overall organizational operating structure may have an effect on the FY 2015-16 Budget. Any modifications to the FY 2015-16 Budget that are necessary as a result of these changes will be brought back to the Commission as appropriate.

In addition, First 5 LA continues to methodically process the remaining recommendations from the Hay Group's compensation study completed in FY 2013-14 in order to implement additional recommendations in the most effective way possible for the organization. First 5 LA's compensation philosophy is to promote competitiveness with the external market, address pay inequities, adopt best practices in compensation policy, and reward employee performance. Salary adjustments and modifications to the organizations retirement benefit were approved during FY 2014-15 with a two-phase approach, with the second phase of these changes reflected in the proposed FY 2015-16 budget. Further work is being conducted to support an approach to merit increases that both begins to address pay inequities identified by the Hay Group and provides incentives for high-performing employees. As noted above, although this process may require additional time and will likely be implemented outside of the annual budget approval process, a modest amount of resources to support merit increases have been incorporated into the FY 2015-16 operating budget.

III. REVENUE ASSUMPTIONS

First 5 LA 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, typically approximately 26% of the total County allocations. Tobacco tax revenue, projected to be roughly $87.8 million in FY 2014-15 and $85.6 million in FY 2015-16, is anticipated to continue declining in future years based on the most recent estimate from the State Department of Finance (DOF), which forecasts an average 2 to 4% annual decline. The DOF revenue forecast incorporates assumptions related to the State Board of Equalization (BOE) administrative costs. First 5 LA will continue to work with other county Commissions and the State First 5 Association to track and evaluate the increasing BOE administrative costs and possible actions to address this issue.

Interest earnings, estimated at approximately $4.1 million for FY 2014-15, are projected using an estimated 0.75% return on anticipated cash balances. Lease revenue of $99,000 is also expected this year based on the lease agreement for the preschool occupying space in the First 5 LA building.

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IV. IMPACT ON FUND BALANCE

It is important to note how the annual budget impacts First 5 LA's fund balance, particularly given the picture of the agency's financial future communicated through the updated Long Term Financial Projection approved in February 2015. Based on current policy, the annual budget 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 2015-16 budget do not exceed the remaining balance for these funding allocations, approval of the FY 2015-16 budget amounts for these initiatives will not commit additional dollars. The projected remaining allocation balances as of June 30, 2015 will be brought to the Commission for reaffirmation in June 2015 in conjunction with the approval of the FY 2015-16 budget.

In contrast, for any programmatic investments without an approved multi-year allocation, only the annual appropriation approved for a fiscal year is shown as committed for fund balance purposes. Any unspent funds from the previous fiscal year for these investments revert back to assigned fund balance, which represents funds available for use within the parameters set by the 2015-2020 Strategic Plan. Approximately $81.4 million of the FY 2015-16 budget request is in support of programmatic investments without an allocation, for which funds will be drawn from assigned fund balance and designated as committed for FY 2015-16 when the budget is approved.

Funds for internal operations, $20.7 million for FY 2015-16, are classified as unassigned fund balance for the upcoming fiscal year. In addition, based on current policy, the Commission must approve a Fund Balance Reserve, which is calculated annually as 25% of the total fiscal year budget approved in June. For FY 2015-16, the Reserve is calculated at $57.0 million, an amount that is also classified as unassigned for fund balance purposes.

Balances for all fund balance categories will not be finalized until the completion of the FY 2014-15 year-end audit and the preparation of the Comprehensive Annual Financial Report (CAFR).

V. ADMINISTRATIVE COST LIMIT

Based on current policy, the Commission approves an annual administrative cost limit which is a percentage of the total budget. Historically, the Commission has approved an administrative cost limit that is below 5% of the total projected organizational spending. In FY 2013-14, First 5 LA clarified the definition of administrative costs to more closely align with that of other First 5 county Commissions. This definition accounts for 100% of the following departments' proposed costs: Board of Commissioners, Executive, Chief Administrative, Contract Compliance, Facilities Management, Finance, Finance – Medi-Cal Administrative Activities, Human Resources, Information Technology, Chief Programs, Office of Strategic Planning and Implementation, and Communications & Marketing.

In addition to these department costs, the definition was expanded to include salary and employee benefit (S&EB) costs for Directors and Administrative Assistants in the following programmatic departments: Best Start Communities, Community Investments, Grants Management, Policy & Intergovernmental Affairs, Program Development, Public Affairs and Research & Evaluation.

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Using this methodology (detail is provided as part of Attachment A), the administrative cost for supporting First 5 LA programs is projected to be $11.3 million, or 4.94% of the total budget.

VI. CONCLUSION

First 5 LA enters into the first year of the 2015-2020 Strategic Plan mindful of both the fiscal reality of declining resources, our ongoing responsibility for 25 legacy investments, the strategy refinement process currently underway to implement the new Strategic Plan, and the organizational transformation process underway to ensure that First 5 LA is adequately poised to advance the work directed by the Commission. The format and the approach for the FY 2015-16 Proposed Budget represent our continued efforts to improve financial accountability and transparency, while remaining flexible in the evolving environment in which First 5 LA operates. With a new Strategic Plan that provides clear direction, focuses our investments and improves the organization's capacity to deliver, we anticipate the need for further refinements in the budget presentation, potentially during FY 2015-16 as well as during the FY 2016-17 budget development process to continue improving our financial management and reporting practices.

With First 5 LA's declining revenue and fund balance, the Commission will need to continue to refine the strategies and activities outlined in the 2015-2020 Strategic Plan, as well as assess the alignment of current work to the new outcomes. We will continue working to advance Commission priorities with a renewed focus on sustainability and leveraging, and with consideration paid to the fiscal outlook presented in the most recent Long Term Financial Projection.

We are grateful to the Commission for its ongoing leadership and support of First 5 LA's efforts to ensure that all children in LA County enter kindergarten ready to succeed in school and life.

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ATTACHMENT A:

FY 2015-16 BUDGET

- Budget Summary
- Budget Request for Programs by Initiative/Program
- Operating Request Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

	BUDGET COMPONENT	FY 2014-15 REVISED	FY 2015-16 PROPOSED	VARIANCE $	VARIANCE %
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
Investments and Approaches Reaffirmed by the Board and Aligned with SP					
1	Families: Place-Based - Welcome Baby/Select Home Visiting[1]	$ 26,016,000	$ 36,603,000	$ 10,587,000	40.7%
2	Communities: Place-Based - Community Capacity Building[2]	14,810,000	17,029,000	2,219,000	15.0%
3	Policy Agenda/Advocacy	1,095,000	2,797,000	1,702,000	155.4%
4	Communications & Marketing[3]	2,559,000	4,672,000	2,113,000	82.6%
5	Communications - Conference Funding[4]	218,000	200,000	(18,000)	-8.3%
Sub-Total		**$ 44,698,000**	**$ 61,301,000**	**$ 16,603,000**	**37.1%**
Existing Investments Potentially Aligned with SP					
6	Healthy Kids[5]	$ 5,292,000	$ 2,250,000	$ (3,042,000)	-57.5%
7	Information Resource and Referral	1,360,000	1,360,000	-	0.0%
Sub-Total		**$ 6,652,000**	**$ 3,610,000**	**$ (3,042,000)**	**-45.7%**
New Investments Under Development, to be Aligned with SP (Strategic Plan Implementation Fund)					
	Families	$ -	$ 604,000	$ 604,000	N/A
	Communities	-	1,093,750	1,093,750	N/A
	Early Care & Education (ECE) Systems	-	370,000	370,000	N/A
	Health, Mental Health & Substance Abuse Systems	-	546,250	546,250	N/A
	Other/Cross-Cutting Activities	250,000	490,000	240,000	96.0%
Sub-Total		**$ 250,000**	**$ 3,104,000**	**$ 2,854,000**	**1141.6%**
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		**$ 51,600,000**	**$ 68,015,000**	**$ 16,415,000**	**31.8%**
LEGACY INVESTMENTS					
8	At-Risk Fathers Investment	$ 2,000	$ 150,000	$ 148,000	7400.0%
9	Baby Friendly Hospitals	1,818,000	1,245,000	(573,000)	-31.5%
10	Black Infant Health	1,952,000	1,955,000	3,000	0.2%
11	Children's Dental Care	8,451,000	9,260,000	809,000	9.6%
12	Children's Vision Care	1,342,000	1,395,000	53,000	3.9%
*	Community Opportunities Fund	142,000	-	(142,000)	-100.0%
13	Early Identification and Intervention - Autism and Other Developmental Delays	854,000	818,000	(36,000)	-4.2%
14	ECE Environmental Scan	211,000	80,000	(131,000)	-62.1%
*	Family Place Libraries	124,000	-	(124,000)	-100.0%
15	Healthy Food Access	1,941,000	2,064,000	123,000	6.3%
16	Little by Little/One Step Ahead	3,647,000	3,515,000	(132,000)	-3.6%
17	Los Angeles Universal Preschool	54,245,000	55,423,000	1,178,000	2.2%
*	Oral Health & Nutrition	879,000	-	(879,000)	-100.0%
18	Oral Health & Nutrition - Dental Home	3,600,000	3,904,000	304,000	0.0%
*	Oral Health & Nutrition - Safety Net	55,000	-	(55,000)	-100.0%
*	Oral Health Community Development	2,000	-	(2,000)	-100.0%
19	Parent Child Interaction Therapy	4,672,000	4,642,000	(30,000)	-0.6%
20	Partnerships for Families	5,488,000	150,000	(5,338,000)	-97.3%

#	BUDGET COMPONENT	FY 2014-15 REVISED	FY 2015-16 PROPOSED	VARIANCE $	VARIANCE %
21	Peer Support Groups for Parents	1,058,000	1,469,000	411,000	38.8%
22	Policy Advocacy Fund	3,335,000	2,194,000	(1,141,000)	-34.2%
23	Reducing Childhood Obesity	13,387,000	15,462,000	2,075,000	15.5%
24	Resource Mobilization - ECE	443,000	1,225,000	782,000	176.5%
25	Resource Mobilization - Funder Partnerships	416,000	60,000	(356,000)	-85.6%
26	Resource Mobilization - Health	3,794,000	1,540,000	(2,254,000)	-59.4%
*	Resource Mobilization - Matching Grants	163,000	-	(163,000)	-100.0%
27	Resource Mobilization - Organizational Capacity Building	776,000	550,000	(226,000)	-29.1%
28	Resource Mobilization - Project Development	350,000	-	(350,000)	-100.0%
*	Substance Abuse Treatment Services	4,055,000	-	(4,055,000)	-100.0%
29	Tot Parks and Trails	1,934,000	350,000	(1,584,000)	-81.9%
30	Universal Assessment of Newborns	7,058,000	8,785,000	1,727,000	24.5%
31	Workforce Development	2,718,000	2,522,000	(196,000)	-7.2%
*	Workforce Development - ECE Career Development Policy Project	1,151,000	-	(1,151,000)	-100.0%
32	Workforce Development - ECE Workforce Consortium	13,090,000	12,798,000	(292,000)	-2.2%
TOTAL LEGACY INVESTMENTS		**$ 143,153,000**	**$ 131,556,000**	**$ (11,597,000)**	**-8.1%**
RESEARCH AND EVALUATION					
33	Data Development and Integration[6]	$ 4,020,000	$ 2,447,000	$ (1,573,000)	-39.1%
34	Data Partnership with Funders	1,000,000	900,000	(100,000)	-10.0%
35	Program Evaluation	6,137,000	4,567,000	(1,570,000)	-25.6%
*	Research Partnerships	198,000	-	(198,000)	-100.0%
*	Results Dissemination	5,000	-	(5,000)	-100.0%
TOTAL RESEARCH AND EVALUATION		**$ 11,360,000**	**$ 7,914,000**	**$ (3,446,000)**	**-30.3%**
INTERNAL OPERATIONS					
	Administrative Costs	$ 10,913,894	$ 11,272,637	$ 358,743	3.3%
	Program Costs	8,441,285	9,411,725	970,440	11.5%
TOTAL INTERNAL OPERATIONS		**$ 19,355,179**	**$ 20,684,362**	**$ 1,329,183**	**6.9%**
TOTAL FIRST 5 LA BUDGET		**$ 225,468,179**	**$ 228,169,362**	**$ 2,701,183**	**1.2%**

Notes:

* Initiative ends in FY 2014-15, with no anticipated spending for FY 2015-16.

1 The Place-Based - Welcome Baby/Select Home Visiting initiative was previously referred to as "Best Start - Family Strengthening".

2 Costs for the Neighborhood Action Councils have been incorporated into the budget for the Place-Based - Community Capacity Building initiative, formerly referred to as "Best Start - Community Funding".

3 The Communications & Marketing initiative was previously referred to as "Public Education".

4 The Communications - Conference Funding initiative was previously referred to as "Public Education - Conference Funding".

5 The Healthy Kids initiative was previously referred to as "Health Access (Healthy Kids)".

6 Programs in the Data Systems Integration and Data Development initiatives have been incorporated into a single initiative called Data Development and Integration. FY 2014-15 budget amounts were similarly incorporated to ensure comparability.

INITIATIVE NAME	PROGRAM NAME	FY 2014-15 REVISED	FY 2015-16 PROPOSED	VARIANCE $	VARIANCE %
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
Investments and Approaches Reaffirmed by the Board and Aligned with SP					
Families: Place-Based - Welcome Baby/Select Home Visiting	Family Strengthening Oversight Entity	$ 3,172,000	$ 3,418,000	$ 246,000	8%
	Family Strengthening Public Education	40,000	100,000	60,000	150%
	Select Home Visitation Programs	9,956,000	17,183,000	7,227,000	73%
	Welcome Baby Hospitals	12,848,000	15,902,000	3,054,000	24%
Communities: Place-Based - Community Capacity Building	Assessing Progress	302,000	-	(302,000)	-100%
	Best Start Metro LA[1]	885,000	1,112,000	227,000	26%
	Long-Term Business Model Transition[2]	153,000	28,000	(125,000)	-82%
	Marketing & Communications	1,775,000	1,870,000	95,000	5%
	Neighborhood Action Councils	1,902,000	-	(1,902,000)	-100%
	Partnership Capacity Building[3]	2,203,000	3,273,000	1,070,000	49%
	Partnership Support[4]	3,946,000	2,323,000	(1,623,000)	-41%
	Resident Engagement[5]	1,820,000	3,180,000	1,360,000	75%
	Results-Focused Actions[6]	1,824,000	5,243,000	3,419,000	187%
Policy Agenda/Advocacy	Early Learning Advocacy Strategies[7]	535,000	2,055,000	1,520,000	284%
	Federal Policy and Sustainability Advocate	127,000	127,000	-	0%
	Opinion Research	75,000	75,000	-	0%
	Policy Briefs	50,000	100,000	50,000	100%
	State Policy and Sustainability Advocate	308,000	440,000	132,000	43%
Communications & Marketing	Communications & Marketing[8]	2,559,000	4,672,000	2,113,000	83%
Communications - Conference Funding	Conference Funding[9]	218,000	200,000	(18,000)	-8%
Sub-Total		**$ 44,698,000**	**$ 61,301,000**	**$ 16,603,000**	**37%**
Existing Investments Potentially Aligned with SP					
Healthy Kids	Healthy Kids Insurance Coverage	$ 600,000	$ 250,000	$ (350,000)	-58%
	Healthy Kids Outreach, Enrollment, Retention, and Utilization	4,692,000	2,000,000	(2,692,000)	-57%
Information Resource and Referral	211 LA County	1,340,000	1,340,000	-	0%
	Performance Based Agreement (Consulting)	20,000	20,000	-	0%
Sub-Total		**$ 6,652,000**	**$ 3,610,000**	**$ (3,042,000)**	**-46%**
New Investments Under Development, to be Aligned with SP (Strategic Plan Implementation Fund)					
Families		$ -	$ 604,000	$ 604,000	N/A
Communities		-	1,093,750	1,093,750	N/A
Early Care & Education (ECE) Systems		-	370,000	370,000	N/A
Health, Mental Health & Substance Abuse Systems		-	546,250	546,250	N/A
Other/Cross-Cutting Activities		250,000	490,000	240,000	96%
Sub-Total		**$ 250,000**	**$ 3,104,000**	**$ 2,854,000**	**1142%**
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		**$ 51,600,000**	**$ 68,015,000**	**$ 16,415,000**	**32%**

INITIATIVE NAME	PROGRAM NAME	FY 2014-15 REVISED	FY 2015-16 PROPOSED	VARIANCE	
				$	%
LEGACY INVESTMENTS					
At-Risk Fathers Investment	At-Risk Fathers Investment	$ 2,000	$ 150,000	$ 148,000	7400%
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 1	40,000	-	(40,000)	-100%
	Baby Friendly Hospital Project - Cycle 2	574,000	-	(574,000)	-100%
	Baby Friendly Hospital Project - Cycle 3	1,204,000	645,000	(559,000)	-46%
	Baby Friendly Hospital Project - Cycle 4	-	600,000	600,000	N/A
Black Infant Health	Birth Outcomes and Disparities – Policy and Systems Change	500,000	500,000	-	0%
	Black Infant Health Program	1,452,000	1,455,000	3,000	0%
Children's Dental Care	Children's Dental Care Program	8,451,000	9,260,000	809,000	10%
Children's Vision Care	Children's Vision Care	1,342,000	1,395,000	53,000	4%
Community Opportunities Fund	Capacity Building Grants	4,000	-	(4,000)	-100%
	Policy Grants	138,000	-	(138,000)	-100%
Early Identification and Intervention - Autism and Other Developmental Delays	Early Identification and Intervention - Autism and Other Developmental Delays	854,000	818,000	(36,000)	-4%
ECE Environmental Scan	ECE Environmental Scan	211,000	80,000	(131,000)	-62%
Family Place Libraries	Family Place Libraries	124,000	-	(124,000)	-100%
Healthy Food Access	Children's Garden Collaborative	1,364,000	1,389,000	25,000	2%
	Market Match	577,000	675,000	98,000	17%
Little by Little/One Step Ahead	Little by Little/One Step Ahead Program	3,647,000	3,515,000	(132,000)	-4%
Los Angeles Universal Preschool	Los Angeles Universal Preschool	54,245,000	55,423,000	1,178,000	2%
Oral Health & Nutrition	Dental Health Innovation	720,000	-	(720,000)	-100%
	Oral Health & Nutrition	159,000	-	(159,000)	-100%
Oral Health & Nutrition - Dental Home	Oral Health & Nutrition - Dental Home	3,600,000	3,904,000	304,000	8%
Oral Health & Nutrition - Safety Net	Oral Health & Nutrition Capital Improvements	55,000	-	(55,000)	-100%
Oral Health Community Development	Oral Health Community Development	2,000	-	(2,000)	-100%
Parent Child Interaction Therapy	Parent Child Interaction Therapy	4,672,000	4,642,000	(30,000)	-1%
Partnerships for Families	Partnerships for Families	5,488,000	150,000	(5,338,000)	-97%
Peer Support Groups for Parents	Peer Support Groups Lead Agency	867,000	1,352,000	485,000	56%
	Peer Support Groups Training and Technical Assistance Provider	191,000	117,000	(74,000)	-39%
Policy Advocacy Fund	Policy Advocacy Fund - I	1,460,000	805,000	(655,000)	-45%
	Policy Advocacy Fund - II	1,622,000	1,276,000	(346,000)	-21%
	Policy Advocacy Fund Technical Assistance Provider	113,000	113,000	-	0%
	Policy Capacity Building Support	140,000	-	(140,000)	-100%
Reducing Childhood Obesity	Reducing Childhood Obesity	13,387,000	15,462,000	2,075,000	16%
Resource Mobilization - ECE	DonorsChoose.org	113,000	-	(113,000)	-100%
	ECE Recoverable Grant	225,000	925,000	700,000	311%
	Grade Level Reading Campaign	105,000	300,000	195,000	186%
Resource Mobilization - Funder Partnerships	Emerging Funder Collaboratives	-	30,000	30,000	N/A
	LA-N-Sync	25,000	15,000	(10,000)	-40%
	Los Angeles Partnership for Early Childhood Investment	376,000	15,000	(361,000)	-96%
	Los Angeles Place-Based Learning Group	15,000	-	(15,000)	-100%

INITIATIVE NAME	PROGRAM NAME	FY 2014-15 REVISED	FY 2015-16 PROPOSED	VARIANCE	
				$	%
Resource Mobilization - Health	Built Environments	1,000,000	-	(1,000,000)	-100%
	Early Childhood Linkages to Wellness	1,154,000	1,250,000	96,000	8%
	Freshworks Fund	1,640,000	290,000	(1,350,000)	-82%
Resource Mobilization - Matching Grants	211 Developmental Screening and Care Coordination	146,000	-	(146,000)	-100%
	Matching Grant Program	17,000	-	(17,000)	-100%
Resource Mobilization - Organizational Capacity Building	Challenge Grants/Social Enterprise Grants Program	226,000	-	(226,000)	-100%
	Organizational Capacity Building	550,000	550,000	-	0%
Resource Mobilization - Project Development	Consulting	150,000	-	(150,000)	-100%
	Convenings	100,000	-	(100,000)	-100%
	Strengthening Families	100,000	-	(100,000)	-100%
Substance Abuse Treatment Services	Access to Substance Abuse Services	4,055,000	-	(4,055,000)	-100%
Tot Parks and Trails	Tot Parks and Trails	1,934,000	350,000	(1,584,000)	-82%
Universal Assessment of Newborns	Welcome Baby Hospitals	7,058,000	8,785,000	1,727,000	24%
Workforce Development	CARES Plus	2,000,000	2,000,000	-	0%
	P-5 Workforce Development Core Competencies	718,000	522,000	(196,000)	-27%
Workforce Development - ECE Career Development Policy Project	ECE Workforce Policy Project	1,151,000	-	(1,151,000)	-100%
Workforce Development - ECE Workforce Consortium	ECE Workforce Consortium	13,090,000	12,798,000	(292,000)	-2%
TOTAL LEGACY INVESTMENTS		**$ 143,153,000**	**$ 131,556,000**	**$ (11,597,000)**	**-8%**
RESEARCH AND EVALUATION					
Data Development and Integration	Best Start - Family Survey	$ 27,000	$ -	$ (27,000)	-100%
	Data consultant[10]	10,000	8,000	(2,000)	-20%
	Data Requests	5,000	10,000	5,000	100%
	Dissemination	36,000	42,000	6,000	17%
	First 5 LA Contracts and Grants Program Reporting Database[11]	187,000	200,000	13,000	7%
	LA County Data Match	25,000	-	(25,000)	-100%
	Los Angeles County Health Survey	1,019,000	28,000	(991,000)	-97%
	Los Angeles County P-5 Asset Mapping	335,000	13,000	(322,000)	-96%
	Los Angeles Mommy and Baby (LAMB) Project	574,000	260,000	(314,000)	-55%
	Maternal Infant Hospital Assessment	-	105,000	105,000	N/A
	SharePoint	135,000	-	(135,000)	-100%
	Stronger Families Database	847,000	880,000	33,000	4%
	WIC Data Mining Research Partnership	320,000	320,000	-	0%
	Workforce Registry	500,000	581,000	81,000	16%
Data Partnership with Funders	Children's Data Network (CDN)	1,000,000	900,000	(100,000)	-10%
Program Evaluation	Best Start Evaluation	1,105,000	285,000	(820,000)	-74%
	Black Infant Health Evaluation	75,000	-	(75,000)	-100%
	Countywide Systems Improvement Evaluation	171,000	61,000	(110,000)	-64%
	Early Identification and Intervention - Autism and Other Developmental Delays Evaluation	5,000	100,000	95,000	1900%
	Home Visiting Evaluation	727,000	-	(727,000)	-100%

INITIATIVE NAME	PROGRAM NAME	FY 2014-15 REVISED	FY 2015-16 PROPOSED	VARIANCE $	VARIANCE %
Program Evaluation (Continued)	Little by Little/One Step Ahead Evaluation	51,000	10,000	(41,000)	-80%
	Los Angeles Universal Preschool Evaluation - Universal Preschool Child Outcomes Study	810,000	109,000	(701,000)	-87%
	Medi-Cal Match Feasibility Study*	-	45,000	45,000	N/A
	Obesity Prevention & Nutrition Collective Impact Evaluation	228,000	720,000	492,000	216%
	Parent-Child Interaction Therapy Evaluation	158,000	47,000	(111,000)	-70%
	Peer Support Groups for Parents Implementation Evaluation	75,000	62,000	(13,000)	-17%
	Permanent Supportive Housing Implementation Study	85,000	-	(85,000)	-100%
	Policy/Advocacy Evaluation	70,000	-	(70,000)	-100%
	Professional Development Program Evaluation[12]	2,565,000	1,743,000	(822,000)	-32%
	Professional Development System Study[13]	12,000	340,000	328,000	2733%
	Universal Screening Psychometric study*	-	170,000	170,000	N/A
	Welcome Baby Impact study*	-	360,000	360,000	N/A
	Welcome Baby Implementation and Outcomes Evaluation*	-	515,000	515,000	N/A
Research Partnerships	Kindergarten Readiness Indicator Development - Early Development Index (EDI) Project	131,000	-	(131,000)	-100%
	Oral Health Study	42,000	-	(42,000)	-100%
	Research Advisory Committee	25,000	-	(25,000)	-100%
Results Dissemination	Research Briefs	5,000	-	(5,000)	-100%
TOTAL RESEARCH AND EVALUATION		**$ 11,360,000**	**$ 7,914,000**	**$ (3,446,000)**	**-30%**
TOTAL FIRST 5 LA PROGRAM BUDGET		**$ 206,113,000**	**$ 207,485,000**	**$ 1,372,000**	**1%**

Notes:

* These projects were budgeted within the Home Visiting Evaluation program in FY 2014-15, but were separated as discrete programs for FY 2015-16.

1. This program was referred to as "Best Start LA Pilot Community" in FY 2014-15.
2. This program was referred to as "BSFF Alignment: Capacity Development" in FY 2014-15.
3. This program was referred to as "LBD: Partnership Capacity Building and Planing" in FY 2014-15.
4. This program was referred to as "LBD: Community Convenings" in FY 2014-15.
5. This program was referred to as "LBD: Resident Engagement" in FY 2014-15.
6. This program was referred to as "LBD: Results-Focused Actions" in FY 2014-15.
7. This program was referred to as "Sustainability and Leveraging Support" in FY 2014-15.
8. This program was referred to as "Public Education - Marketing & Communications" in FY 2014-15.
9. This program was referred to as "Consent and Confidentiality" in FY 2014-15.
10. This program was referred to as "Getting Better Data Database" in FY 2014-15.
11. This program was referred to as "Professional Development Evaluation" in FY 2014-15.
12. This program was referred to as "Workforce Systems Improvement Evaluation" in FY 2014-15.

OPERATING COSTS SUMMARY FY 2015-16

		FY 2014-15			FY 2015-16					
		Approved Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Program	Other Program (MAA)	Total FY 2015-16 Budget	Variance from FY 2014-15
Personnel Services										
	Total Salaries	11,347,496	10,147,754	1,199,742	710,091	3,186,099	8,436,784	54,064	12,387,038	1,039,542
	Total Employee Benefits	3,409,644	2,546,197	863,447	194,998	984,796	2,779,386	21,763	3,980,943	571,299
	Total Personnel Services	**14,757,140**	**12,693,951**	**2,063,189**	**905,089**	**4,170,895**	**11,216,170**	**75,827**	**16,367,981**	**1,610,841**
General Operating Expenses										
6131	ADP Payroll Charges	30,000	27,000	3,000	-	31,000	-	-	31,000	1,000
6132	Workers' Compensation Insurance	123,500	96,173	27,327	-	100,000	-	-	100,000	(23,500)
6202	Utilities	160,000	153,000	7,000	-	155,000	-	-	155,000	(5,000)
6203	Corporate Insurance	73,500	66,136	7,364	-	76,000	-	-	76,000	2,500
6205	Mileage and Parking	63,150	37,203	25,947	6,500	3,550	51,500	300	61,850	(1,300)
6206	Telephones and Modems	75,650	75,888	(238)	-	65,000	-	-	65,000	(10,650)
6207	Cell Phones and Mobile Devices	70,620	32,896	37,724	-	24,250	28,000	-	52,250	(18,370)
6208	Outside Printing	24,500	7,808	16,692	-	2,500	16,700	-	19,200	(5,300)
6209	Other Supplies	12,150	-	12,150	150	12,000	-	-	12,150	-
6210	Postage and Delivery	13,300	13,248	52	-	13,300	-	-	13,300	-
6211	Educational Supplies	5,600	2,175	3,425	-	-	5,300	-	5,300	(300)
6212	Office Supplies	67,980	35,831	32,149	8,500	55,420	19,560	500	83,980	16,000
6214	Subscriptions and Publications	6,850	1,068	5,782	-	4,160	5,900	-	10,060	3,210
6218	Equipment Rental	120,000	120,000	-	-	118,200	-	-	118,200	(1,800)
6220	Building Repairs and Maintenance	195,000	147,129	47,871	-	180,000	-	-	180,000	(15,000)
6221	Equipment Repairs and Maintenance	59,200	780	58,420	-	30,000	2,000	-	32,000	(27,200)
6222	Offsite Storage	20,600	12,110	8,490	-	13,700	10,000	-	23,700	3,100
6223	Hardware and Software Maintenance	166,500	124,160	42,340	-	250,000	8,000	-	258,000	91,500
6230	Miscellaneous Service Charges	57,000	12,000	45,000	-	12,000	-	15,000	27,000	(30,000)
6231	Miscellaneous/Contingency	50,000	-	50,000	50,000	25,000	-	-	75,000	25,000
				-						
	Total General Operating Expenses	**1,395,100**	**964,605**	**430,495**	**65,150**	**1,171,080**	**146,960**	**15,800**	**1,398,990**	**3,890**
Professional Services										
6502	Audit	70,056	33,120	36,936	-	70,000	-	-	70,000	(56)
6504	Legal	175,000	157,000	18,000	175,000	-	-	-	175,000	-
6507	Professional Dues	78,140	28,584	49,556	3,000	24,000	55,100	-	82,100	3,960
6508	First 5 California Association	50,000	50,000	-	50,000	-	-	-	50,000	-
6509	Professional Development	246,550	23,701	222,849	12,100	132,000	66,700	-	210,800	(35,750)
6512	Staff Recruitment	24,500	12,072	12,428	-	25,000	-	-	25,000	500
6514	Commission Stipends	34,000	34,000	-	34,000	-	-	-	34,000	-
6606	Human Resources Related Costs	40,000	18,612	21,388	-	68,000	-	-	68,000	28,000
	Total Professional Services	**718,246**	**357,089**	**361,157**	**274,100**	**319,000**	**121,800**	**-**	**714,900**	**(3,346)**
Consultant Services										
6601	Consultant Fees	1,622,400	804,437	817,963	150,000	885,000	268,000	78,000	1,381,000	(241,400)
6602	Other Professional Fees	239,500	238,246	1,254	-	237,500	-	-	237,500	(2,000)
6603	External Reviewers	4,000	4,000	-	-	5,000	-	-	5,000	1,000
	Total Consultant Services	**1,865,900**	**1,046,683**	**819,217**	**150,000**	**1,127,500**	**268,000**	**78,000**	**1,623,500**	**(242,400)**
Travel and Meeting Expenses										
6701	Airfare	79,292	32,776	46,516	6,600	14,592	64,450	600	86,242	6,950
6702	Program Events	15,000	4,893	10,107	-	-	40,000	-	40,000	25,000
6703	Lodging	83,222	46,985	36,237	4,900	19,726	59,450	800	84,876	1,654
6704	Conference Registration	82,495	67,477	15,018	3,500	32,385	52,600	1,000	89,485	6,990
6706	Local Meetings	159,700	144,845	14,855	17,500	62,300	35,600	500	115,900	(43,800)
6707	Per Diem	39,084	21,616	17,468	3,300	9,568	29,120	500	42,488	3,404
	Total Travel and Meeting Expenses	**458,793**	**318,592**	**140,201**	**35,800**	**138,571**	**281,220**	**3,400**	**458,991**	**198**
Capital Improvements										
6216	Capital Outlay	160,000	95,535	64,465	-	120,000	-	-	120,000	(40,000)
6302	Capital Improvements	-	-	-	-	-	-	-	-	-
				-						
	Total Capital Improvements	**160,000**	**95,535**	**64,465**	**-**	**120,000**	**-**	**-**	**120,000**	**(40,000)**
	Total Operating Expenses	**19,355,179**	**15,476,455**	**3,878,724**	**1,430,139**	**7,047,046**	**12,034,150**	**173,027**	**20,684,362**	**1,329,183**

First 5 LA FY 2015-16 BUDGET Administrative Limit Calculation		
Departmental Budgets		
Board of Commissioners	$	116,850
Executive		1,313,289
Chief Administrative		323,553
Contract Compliance		789,994
Facilities Management		809,600
Finance		1,243,463
Finance - MAA		173,027
Human Resources		921,217
Information Technology		1,449,405
Chief Program		385,269
Communications and Marketing		1,638,054
Office of Strategic Planning & Implementation		530,545
Salary & Benefits*		
Best Start Communities		348,271
Community Investments		250,215
Grants Management		228,916
Policy and Intergovernmental Affairs		235,640
Program Development		208,066
Research & Evaluation		307,263
Total FY 2015-16 Administrative Budget	**$**	**11,272,637**
Total FY 2015-16 Operating Budget		20,684,362
Total FY 2015-16 Program Budget		207,485,000
Total FY 2015-16 Budget	**$**	**228,169,362**
Administrative Cost Percentage		**4.94%**
* Directors and Administrative Assistants Only		

SCHEDULE OF AUTHORIZED POSITIONS

Division/Department	FY 2014-15 Authorized Positions[1]	FY 2014-15 Amended Positions	FY 2014-15 Amended Authorized Positions	Filed Positions as of April 1, 2015	FY 2015-16 Baseline	FY 2015-16 New Positions	FY 2015-16 Total
Executive							
Operations	4.5	0.5	5	5	5	0	5
Administration							
Chief Administrative	2	0	2	1	2	0	2
Contract Compliance	6	0	6	4	6	1	7
Facilities Management	0	0	0	0	0	0	0
Finance							
Operations	9	0	9	7	9	0	9
Medi-Cal Administrative Activities (MAA)	1	0	1	1	1	0	1
Grants Management	9	0	9	8	9	0	9
Human Resources	2.5	0	2.5	2.5	2.5	1	3.5
Information Technology	5	0	5	5	5	0	5
Office of Strategic Planning and Implementation	0	1	1	1	1	0	1
Programs							
Chief Program	1.5	0.5	2	1	2	0	2
Best Start Communities	34	0	34	32	34	-2	32
Community Investment	8	0	8	7	8	0	8
Policy and Intergovernmental Affairs	8	0	8	6	8	4	12
Program Development	17	0	17	15	17	0	17
Communications and Marketing	14	0	14	11	14	2	16
Research and Evaluation	19	0	19	15	19	0	19
	140.5	2	142.5	121.5	142.5	6	148.5

1) Based on approval of the Operating Budget for FY 2014-15 in June 2014.

ATTACHMENT B:

FY 2015-16 PROPOSED BUDGET – HIGHLIGHTS

ATTACHMENT B:
FY 2015-16 PROPOSED BUDGET – HIGHLIGHTS

The FY 2015-16 Proposed Budget represents a transitional budgeting approach. On the one hand, the budget proposes support for a number of programs that will soon be either ending or ramping down. At the same time, the budget proposes investments in priorities that continue in the new Strategic Plan—such as Welcome Baby and Select Home Visiting, the Best Start Communities, and policy efforts—and resources for more developmental activity to advance the 2015-2020 Strategic Plan.

Historically, the Commission approves the budget at the initiative level, with each initiative including one or more programs. These highlights include a summary of budget requests at the initiative level, specifically calling out investments that are large, high-profile, or Commission priorities. These highlights also include a high-level discussion of the estimated resources proposed for Year 1 activities related to the implementation of the 2015-2020 Strategic Plan. The highlights are organized according to the following investment areas:

1. 2015-2020 Strategic Plan: Focusing for the Future
    a. Investments and Approaches Reaffirmed by the Board and Aligned with the Strategic Plan
    b. Existing Investments Potentially Aligned with the Strategic Plan
    c. New Investments Under Development, to be Aligned with the Strategic Plan (Strategic Plan Implementation Fund)
2. Legacy Investments
3. Research and Evaluation
4. Internal Operations

Further detail on each program budget request is provided in Attachment C, with the exception of the estimated resources proposed for Year 1 activities related to the implementation of the 2015-2020 Strategic Plan (Strategic Plan Implementation Fund). Further detail on the operating budget request by internal division and department—based on the existing organizational structure—is provided in Attachment D. 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.

1. 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE

a. Investments and Approaches Reaffirmed by the Board and Aligned with the Strategic Plan

This category includes those anchor activities outlined in the Strategic Plan that represent work already in progress, including the direct service Welcome Baby and Select Home Visiting programs, as well as the community capacity building work in the 14 Best Start Communities. This is consistent with the Commission's dedication in the 2015-2020 Strategic Plan to promoting the Protective Factors, which encompass the skills and supports that families need to help their children succeed. The Strategic Plan demonstrates this commitment by affirming that "the Commission will continue to support family strengthening and community capacity-building in the 14 Best Start Communities, consistent with First 5 LA's 2013 Building Stronger Families Framework (BSFF)", highlighting the critical nature of community environments to the advancement of the Protective Factors.

The category also includes approaches that were included as part of the 2015-2020 Strategic Plan that are key to advancing all four of the outcome areas established by the Plan, including policy and advocacy efforts, as well as communications and marketing.

Families: Place-Based – Welcome Baby/Select Home Visiting ($36,603,000)

The place-based investments in Welcome Baby and Select Home Visiting represent ongoing programs that the Commission affirmed as core to advancing the Families outcome area defined in the 2015-2020 Strategic Plan. These activities directly support Strategy 1 of the Families outcome area, and begin with engaging families through Welcome Baby, a home visitation program designed to serve as an outreach to families at strategic points in time during pregnancy, birth, and post-natally. Welcome Baby provides parenting education and health promotion information, and invites families into an array of services and supports in their community. In addition, families receive information and support during each visit on topics such as breastfeeding, health, safety, postpartum depression and other issues.

All families delivering at participating hospitals, regardless of place of residence, will receive a Welcome Baby hospital visit at the time of their baby's birth. Families residing within a Best Start Community and identified as having a great risk for poor child outcomes will be eligible for referral to an intensive Select Home Visitation Program (Healthy Families America, Parents as Teachers or Triple-P).

Although other, less intensive parent education and support services may be available, the goal is to develop a network of high quality, evidence-based models to serve as the primary resource for high risk pregnant women and new parents. Families residing within a Best Start Community are eligible for up to nine Welcome Baby engagements: three prenatal, at the hospital, and up to five postpartum engagements. Families living outside Best Start communities and facing serious challenges in caring for their newborn due to such factors as lack of social supports or limited knowledge on infant care will receive up to three Welcome Baby postpartum home visits, as needed.

The components of this anchor investment are reflected in the table below, representing 17.6% of the overall program budget. FY 2015-16 reflects further ramp up of implementation of the Welcome Baby and Select Home Visiting programs, including an increased number of providers and increased enrollment, resulting in higher costs relative to FY 2014-15. For further information and detail on the budget amounts and activities anticipated to occur during FY 2015-16, please refer to Attachment C. Additional funding to support new components of the work within the Families outcome area will be requested as part of the Strategic Plan Implementation Fund (SPIF).

INITIATIVE/PROGRAM	Revised FY 2014-15 Budget		Proposed FY 2015-16 Budget	
Families: Place-Based - WB/SHV				
Welcome Baby Hospitals	$12,848,000	49%	$15,902,000	43%
Select Home Visitation Programs	9,956,000	38%	17,183,000	47%
Family Strengthening Oversight Entity	3,172,000	12%	3,418,000	9%
Family Strengthening Public Education	40,000	0%	100,000	0%
Total Families: Place-Based - WB/SHV	**$26,016,000**	**100%**	**$36,603,000**	**100%**

Communities: Place-Based – Community Capacity Building ($17,029,000)

The place-based investments in the 14 Best Start Communities represent ongoing activities that the Commission affirmed as core to advancing the Communities outcome area defined in the 2015-2020 Strategic Plan. Most of the activities within this initiative support Strategies 1 and 2 of the Communities outcome area, including training and technical assistance for the Community Partnerships, seed funding to build social capital and promote civic engagement, and seed funding for efforts to bring organizations and members of the larger community together to improve coordinated service delivery.

The components of this anchor investment are reflected in the table below, representing 8.2% of the overall program budget. A key component of the initiative are the Results-Focused Actions (RFAs), which are designed to build community capacity as Community Partnerships implement actions to address their core results. First 5 LA began funding RFAs during FY 2014-15 as Community Partnerships developed strategies and activities through the Learning by Doing (LBD) process, although these activities were delayed in FY 2014-15 due to the additional time necessary to conduct the LBD process. Because of this delay, the FY 2014-15 funding for this line item was decreased at mid-year, and spending for these activities is expected to ramp up in FY 2015-16. The RFAs that will continue in FY 2015-16 will be based on the decisions that have been made throughout the LBD process, and will be provided to organizations based on criteria established in conjunction with the Community Partnerships. As the Partnerships ramp up their activity

For further information and detail on the budget amounts and activities anticipated to occur during FY 2015-16, please refer to Attachment C. Additional funding to support new aspects of the work within the Communities outcome area will be requested as part of SPIF.

INITIATIVE/PROGRAM	Revised FY 2014-15 Budget			Proposed FY 2015-16 Budget		
Communities: Place-Based - Community Capacity Building						
Best Start Metro LA	$	885,000	6%	$	1,112,000	7%
Long-Term Business Model Transition		153,000	1%		28,000	0%
Assessing Progress		302,000	2%		-	0%
Marketing & Communications		1,775,000	12%		1,870,000	11%
Neighborhood Action Councils		1,902,000	13%		-	0%
Partnership Capacity Building		2,203,000	15%		3,273,000	19%
Partnership Support		3,946,000	27%		2,323,000	14%
Resident Engagement		1,820,000	12%		3,180,000	19%
Results-Focused Actions		1,824,000	12%		5,243,000	31%
Total Communities: Place-Based - Community Capacity Building	**$**	**14,810,000**	**100%**	**$**	**17,029,000**	**100%**

Policy Agenda/Advocacy ($2,797,000)

First 5 LA has invested in key activities to support its work in Home Visiting (HV), Early Care and Education (ECE) and to develop/explore issues related to the 2015-2020 Strategic Plan. The Policy Agenda/Advocacy initiative includes multiple components, including resources funding opinion research, policy briefs, and the work of both the federal and state policy advocates that broadly support First 5 LA priority policy and sustainability issues, aligned with the Strategic Plan. In addition, resources are included to support early learning advocacy strategies, with anticipated work during FY 2015-16 on policy technical assistance to support the HV and ECE coalitions in Sacramento, LA County Early Childhood Education Local Control Funding Formula Coalition, the LA County Home

Visiting Consortium, establishment of ECE policy activities in LA County related to the 2015-2020 Strategic Plan and parent advocacy efforts in the county.

Communications & Marketing ($4,672,000)

The 2015-2020 Strategic Plan places an emphasis on policy and systems change across the goal areas of Families, Communities, Early Care and Education and Health-systems. During FY 2015-16, the Communications and Marketing Department will work collaborative across the organization to develop and execute communications strategies that advance the new plan's outcomes and priority focus areas. With the Strategic Plan's shift in emphasis, the work will seek to leverage opportunities that demonstrate the impact our investments are having and to illustrate what policy and systems change can mean for children prenatal to age 5 and their families. This will be accomplished through the implementation of public education, social marketing and strategic communications efforts. In addition, in-house marketing and communications support will be provided to develop, enhance or promote First 5 LA's overall programmatic efforts.

The proposed FY 2015-16 budget includes resources for ongoing public education and social marketing efforts, strategic communications, public relations, maintenance of the First 5 LA website, community event participation and sponsorships, the development and distribution of promotional and collateral materials, and the ongoing development of messages and the training for staff and First 5 LA representatives on their use, all in service of a more effective implementation of our Strategic Plan outcomes for young children and families.

b. Existing Investments Potentially Aligned with the Strategic Plan

This category includes two investments that have already been presented to the Commission in the context of the expiring initiatives process, for which FY 2015-16 activities and costs may be modified during the fiscal year to align with the Strategic Plan. These investments will be subject to additional analysis and consideration of their alignment to the strategies and outcomes of the new Strategic Plan. Other investments that went through the expiring initiatives assessment process during FY 2014-15 are reflected in the Legacy Investment category because the work to be conducted during FY 2015-16 reflects a continuation of ongoing work, with no anticipated alignment of FY 2015-16 activities to the new Strategic Plan.

Information Resource and Referral ($1,360,000)

Since the Information Resource and Referral (IR&R) approach is relevant to achieving the outcomes of the Strategic Plan, staff recommended through the expiring initiatives assessment process that the existing relationship with the Information and Referral Federation of Los Angeles County, Inc. ("211 LA County") be continued through June 2016 at the current level, while additional work will be conducted during FY 2015-16 to align the current work with the 2015-2020 Strategic Plan as the strategy refinement process continues and the potential alignment opportunities become apparent.

Currently, 211 LA County provides services to more than 600,000 clients each year and covers the following components: 1) efficient and timely response to pregnant women and parents/primary caregivers of children ages 0-5; 2) Community Resource Advisors (CRAs) provide accurate and knowledgeable information to the target population; and 3) face-to-face comprehensive information and referral is provided at the Los Angeles Family Court location. Through 211's comprehensive database, the information available and referrals given covers a broad range of issues pertinent to the 0-5 population such as health insurance, child care, health care providers, and parenting support. While this current work will continue during FY 2015-16, it is anticipated that modifications to activities will be made during the fiscal year to better align the current activities with the 2015-2020 Strategic Plan strategies.

Healthy Kids ($2,250,000)

Through the expiring initiatives assessment process, staff recommended that the existing relationships with LA Care and the Department of Public Health (DPH) be continued through December 2015. This six-month extension will support the transition of children insured by LA Care to alternative coverage and services. Support for DPH is recommended for six months to assist LA Care in the transition of Healthy Kids children to alternative coverage. In addition, DPH and its subcontractors recently provided First 5 LA information regarding the potential alignment of their work with the new Strategic Plan. First 5 LA staff is reviewing this information to inform a final recommendation to the Commission at its May meeting The six-month extension for DPH will be funded through the approximately $2 million remaining of their original allocation.

LA Care has a significant balance remaining of the approximately $12.9 million that was initially advanced in FY 2012-13. While this contract was approved at a level of $250,000 through December 2015, additional work will be conducted to determine whether there are potential uses for these remaining funds that align with the 2015-2020 Strategic Plan. Further budget authority will be requested in this area to spend down these resources during FY 2015-16 depending on the outcome of this alignment process.

c. New Investments Under Development, to be Aligned with the Strategic Plan (Strategic Plan Implementation Fund)

The Strategic Plan Implementation Fund (SPIF) represents an estimate of resources anticipated to be needed to support new work related to the anticipated Year 1 activities of the 2015-2020 Strategic Plan, based on the strategy refinement work done to date. As discussed at the Program and Planning Committee meeting on April 30, 2015, the overall purpose of the strategy refinement process was to continue developing the implementation requirements necessary to move forward the strategies identified in the Strategic Plan. This process was intended to inform how First 5 LA will use its resources to further the outcome areas outlined by the Plan by identifying those activities within the outcome areas that can reasonably be expected to take place during FY 2015-16, and providing realistic cost estimates needed to support these activities. This refinement process was accomplished by addressing the following questions:

1) What work is required to implement the strategies?
2) Who are the key partners needed to successfully implement this work?
3) How will the work be integrated, sequenced and coordinated across the outcomes and with ongoing work?
4) What are the Year 1 resources required to begin implementation?

This refinement process was also approached based on the following criteria:

1) How does the proposed work align to the investment guidelines?
2) Is the proposed work critical to achieving impact as shown by evidence or best practice?
3) Is First 5 LA uniquely positioned to add value given the current landscape?

4) To what extent does the proposed work contribute to sustainability of the system?
5) Is the proposed work feasible, given personnel and funding realities?

While the refinement process provided a comprehensive look into the anticipated activities for FY 2015-16, it also yielded a number of critical considerations to keep in mind. Most importantly, it became clear that the proposed work within the four outcome areas are at very different stages of development. For example, the organization's Welcome Baby and Select Home Visiting and the community capacity building work within the Best Start Communities, within the Families and Communities outcome areas, respectively, represent ongoing work already in progress, while much of the proposed work in the ECE and Health Systems outcome areas are still in the early stages of development.

Similarly, the refinement process identified that systems change efforts require time and effort to effectively develop the partnerships necessary to achieve the desired goals. It will also be necessary for partnership engagement and management to be coordinated for effective and successful collaboration across the planned activities. In addition, monitoring, evaluation and learning (MEL) activities are critical to assessing First 5 LA's impact and to inform necessary mid-course corrections.

The refinement process also identified that some of the emerging work has the potential to advance more than one outcome area, and as such, implementation will be coordinated across strategies as appropriate. The work will also be sequenced and paced to support First 5 LA's organizational transformation to a new internal structure.

The resources proposed within this category represent *costs related to new work only*. It is important to note that costs reflected below are approximate, reflecting the best thinking to date regarding the potential needs for Year 1 activities. As the scope of tasks for FY 2015-16 is clarified through continued refinement work, additional information to further define the use of funds will be provided through standard operating procedures. Ongoing work currently underway is reflected in other areas of the FY 2015-16 program budget.

2015-2020 STRATEGIC PLAN OUTCOME AREA	Proposed FY 2015-16 Budget	
Families	$ 604,000	19%
Communities	1,093,750	35%
Early Care & Education (ECE) Systems	370,000	12%
Health, Mental Health & Substance Abuse Systems	546,250	18%
Other/Cross-Cutting Activities	490,000	16%
Total Strategic Plan Implementation Fund	**$ 3,104,000**	**100%**

Families ($604,000)

Much of the planned FY 2015-16 work in the Families outcome area represents ongoing work related to First 5 LA's investments in Welcome Baby and Select Home Visiting. These costs are detailed under item 1.a. above.

New work for FY 2015-16 related to the Families outcome area includes further work around program implementation and research to build the evidence base of Abriendo Puertas and Project Dulce, as well as the integration of the family protective factors in county- and community-based agency programs via strategic communications on the family protective factors and coordination with prevention and aftercare networks. This includes tasks such as:

- Developing an advocacy strategy to support parent engagement programs ($140,000);
- Developing an implementation plan for a pilot of Project Dulce ($150,000);
- Convening the Abriendo Puertas design and implementation team ($196,000);
- Conducting a landscape of family protective factor measurement tools ($100,000); and
- Developing an action plan with the Prevention and Aftercare Networks workgroup ($18,000).

Communities ($1,093,750)

Much of the planned FY 2015-16 work in the Communities outcome area represents ongoing capacity building work in the 14 Best Start Communities. Those costs are detailed under item 1.a. above.

Resources to support new work for FY 2015-16 related to the Communities outcome area includes funding for consultant expertise in Information Resource and Referral (IR&R) to establish a funding process and appropriate capacity building assistance to strengthen processes within the Best Start Communities ($35,000). In addition, resources are included to support the coordination between Community Partnerships and advocacy organizations to improve places and spaces by building relationships between governmental and non-governmental coalitions and Community Partnerships to advocate for investments in built environments ($1,057,750). Examples of tasks include:

- Conducting a countywide comprehensive park needs assessment and providing training and technical assistance to advocacy groups to increase knowledge surrounding the specific needs relative to built environments for children ages 0-5; and
- Providing capacity building to Community Partnerships that have identified built environments as a priority.

Early Care and Education (ECE) Systems ($370,000)

New work for FY 2015-16 related to the ECE outcome area includes work around coordinating advocacy to increase public funding for quality ECE, supporting a Quality Rating Improvement System (QRIS), and improving ECE professional development systems. Resources are included to support the following tasks:

- Identification and funding of systems-level collaborative efforts aligned with the ECE strategies to advance policy and systems-level change ($225,000);
- Joint planning and relationship building with key QRIS partners and collaborative work to track state QRIS work and determine strategies to advance QRIS support locally, regionally and statewide ($80,000);
- Presenting findings from the landscape analysis of Kindergarten Readiness Assessments used by all school districts in the County ($40,000); and
- Conducting a study of best practices for communication about quality ECE to parents, including the use of technology to inform child care choices ($25,000).

Health, Mental Health & Substance Abuse Systems ($546,250)

New work for FY 2015-16 related to the Health outcome area includes work primarily around Help Me Grow and knowledge and practice of trauma-informed care. Resources are included to support the following tasks:

- Conducting an environmental scan to support the identification of partners to participate in broader Help Me Grow learning, including identification of platforms for provider training, regional focus for initial efforts, local partnerships and philanthropic organizations ($150,000);
- Establishing and convening an initial partner collaborative to support learning around Help Me Grow ($100,000);
- Conducting an environmental scan and identifying policy issues related to trauma-informed care ($240,000);
- Engage experts, partners and funders to participate in a learning community on trauma-informed care ($26,250); and
- Identifying additional knowledge gaps and conducting supplementary scans or research as needed ($30,000).

Other/Cross-Cutting Activities ($490,000)

Resources are also included in SPIF for anticipated activities that outside the four outcome areas that broadly support the implementation of the 2015-2020 Strategic Plan. This includes resources to support the following tasks:

- Building internal knowledge and capacity and supporting emerging needs of grantees and contractors around Welcome Baby, QRIS, developmental delays and trauma-informed care ($100,000);
- Development of a contact relationship database to track partnership development contacts, interactions, and other business process improvements ($140,000);
- Coordinating with consultant experts as necessary to support First 5 LA's work around emerging leveraging opportunities and to provide technical assistance for innovative investments (e.g., Pay for Success) to support the implementation of strategies across the four outcome areas ($150,000); and
- Convening public and private funders and other external stakeholders to coordinate and align investments across the outcome areas to achieve maximum long-term impact, such as convening stakeholders to educate and engage on the Local Control Funding Formula, Kindergarten Readiness Assessments, Quality Rating Improvement Systems, home visitation, capacity building and parent engagement ($100,000).

2. LEGACY INVESTMENTS

These investments represent ongoing work of the Commission that is expected to end according to the terms of the project approval. This includes investments that have gone through the expiring initiatives assessment process and were recommended to end according to schedule based on insufficient alignment of the work relative to the 2015-2020 Strategic Plan, or for which the alignment of activities to the Strategic Plan is expected to take place in a future fiscal year. This category also includes investments that may align with the outcomes and strategies of the Strategic Plan, but which have yet to go through the assessment process. These will be evaluated in the future consistent with the First 5 LA Governance Guidelines and the expiring initiatives assessment process.

Children's Dental Care ($9,260,000)

The Children's Dental Care initiative represents a continuing five-year investment to address the challenges facing pediatric dental health in LA County by focusing on providing services to children in greatest need of dental care. The initiative was designed as a collaborative, integrated effort with three dental schools in the County—the University of California, Los Angeles (UCLA), University of Southern California (USC) and Western University—working together to create collective impact. FY 2015-16 will be the third year of the initiative, and will focus on providing direct oral health services to children ages 0-5, parent education and provider training. The collaboration activities between the three schools will continue through quarterly meetings focused on program evaluation and sustainability.

Healthy Food Access ($2,064,000)

The Healthy Food Access initiative is intended to increase families' access to fresh fruits and vegetables by providing funding to construct, operate and/or maintain local community gardens for low-income children and their families and to promote the purchase of healthy fruits and vegetables for low-income children through a "fruit and veggie voucher" subsidy. The currently funded programs under this initiative are the Children's Garden Collaborative and Market Match, both of which encompass goals that are broadly aligned with the strategy within the Communities outcome area that communities have physical places and spaces that promote healthy living and encourage interaction.

The Children's Garden Collaborative focuses on designing and constructing community gardens to provide families with space to grow fresh fruits and vegetables. During FY 2015-16, two additional gardens are expected to be completed, each serving a minimum of 30 families. Garden members also receive gardening and nutrition classes supported by leveraged funds. Each garden will have a network of support to rely on for sustainability purposes that includes community members and local stakeholders, including elected officials. This is the fourth year of a five-year partnership, expected to end in FY 2016-17.

Market Match leverages an existing fruit and veggie voucher program to increase the purchase and consumption of fresh fruit and vegetables by families with children ages 0-5. Market Match is a voucher system that matches a family's purchase amount when using certain purchasing methods at 19 farmers' markets in LA County. The families receive a dollar-for-dollar match up to $10 that can only be spent on fruits and vegetables at the farmers' markets. This is the third year of a five-year partnership, expected to end in FY 2017-18.

Little by Little/One Step Ahead ($3,515,000)

The Little by Little/One Step Ahead initiative is a continuing investment intended to improve health, developmental and safety outcomes for newborns in low-income communities for families receiving services through the Women, Infants and Children (WIC) in LA County. The initiative seeks to provide resources that the target population may not otherwise be able to afford, including early literacy and safety awareness education or counseling, along with vouchers for age appropriate books, toys and safety items. To date, the program has been delivered in ten WIC sites across the County, eight of which are located either within or adjacent to one of the 14 Best Start Communities. The investment is anticipated to continue through September 2019.

Los Angeles Universal Preschool ($55,423,000)

FY 2015-16 represents the final year of the Los Angeles Universal Preschool (LAUP) Master Agreement. Based on the recommendation from the expiring initiatives assessment process, this initiative was approved to continue beyond FY 2015-16 in order to spend the funds remaining from the original allocation, dependent on the alignment of activities to the 2015-2020 Strategic Plan. LAUP is reflected in the Legacy Investment category because the work to be conducted during FY 2015-16 reflects a continuation of ongoing work, with no anticipated alignment of FY 2015-16 activities to the new Strategic Plan.

The LAUP initiative provides access to quality early childhood education programs for children in Los Angeles County. Quality services are demonstrated through the 5-Star Quality Rating and Improvement System, which serves as a model for a statewide rating system. This system improves the effectiveness of classrooms and the overall educational experience through its intensive coaching model. LAUP is working towards creating new preschool spaces efficiently, making preschool more affordable, giving preschools the funding they need, continuously improving quality, providing families with the option of choosing from a wide range of LAUP preschool programs, and connecting programs to their communities.

Activities in FY 2015-16 will support Phase II implementation of the LAUP Business Plan, which include: planning and developing new business activities related to their QRIS (including a fee-for-service model), formalized communication with providers and families about the future of LAUP, development of a plan to reduce services, meeting current objectives outlined in the master agreement, and development of an internal reorganization.

Oral Health & Nutrition – Dental Home ($3,904,000)

The Oral Health & Nutrition – Dental Home initiative reflects a continuing investment expected to end in June 2016. The overall goal of the initiative is to increase access to dental care for 13,000 children ages 0-5 and perinatal women by establishing dental homes in 12 Federally Qualified Health Centers (FQHCs) countywide. It is intended to be a comprehensive sustainable model that uses integrated service delivery to link local healthcare providers, childcare providers and families of children 0-5. In FY 2015-16, the FQHCs will continue capacity building activities and will fully implement systems/infrastructure improvements needed to improve the quality and efficiency of dental services and operations and to integrate medical and dental services so that children can receive more comprehensive services. Funds for this initiative were advanced to the contractor, UCLA, the balance of which is anticipated to be fully spent by the end of FY 2015-16.

Parent Child Interaction Therapy ($4,642,000)

The overall goal of the Parent Child Interaction Therapy (PCIT) initiative is to utilize an evidence-based behavioral family intervention model, PCIT, to reduce risk of abuse in families with young children with serious disruptive behavior disorders by expanding access for young children and their families' to PCIT services. This is being accomplished by increasing the number of PCIT-certified mental health providers in LA County and expanding the number and capacities of clinical programs to provide PCIT services. Capacity will be developed within the workforce and service delivery organizations throughout Los Angeles County to provide PCIT services for families with children 0-5 specifically by providing training opportunities to mental health professionals on the PCIT model. This five-year initiative is anticipated to end in FY 2016-17, with approximately 20 new agencies and four mental health professionals at each agency expected to be trained each year. FY 2015-16 activities are geared at improving workforce development and service delivery for 2-5 year olds' with disruptive behaviors and their caregiver/parents, with training offered for both new and advanced providers.

Policy Advocacy Fund ($2,194,000)

The Policy-Advocacy Fund (PAF) initiative is a continuing investment designed to support a variety of strategies in the policy and advocacy arena that help advance the First 5 LA Policy Agenda. Grantees vary in size and strategic approach, such as community based organizing, administrative advocacy, legislative advocacy. PAF funding has been implemented over two cycles, with grant awards ranging from three to five years in length. In FY 2015-16 there will be eight Cycle I and ten Cycle II grantees active that employ a variety of strategies and activities to support their advocacy projects, such as administrative advocacy and implementation support, policy issue identification and development, policy education and advocacy, and community engagement.

Reducing Childhood Obesity ($15,462,000)

The Reducing Childhood Obesity initiative represents a continuing four-year investment intended to address the growing epidemic of childhood obesity that impacts children and their families. The project aims to contribute to the adoption, implementation, and strengthening of policies, and systems and environmental changes in multiple sectors including government agencies, businesses, health care, and other community settings. These changes will benefit large segments of the county population and, in particular, will reach deeply into communities most severely impacted by the obesity epidemic. It was determined through the expiring initiatives assessment process that this initiative does not align with the strategies outlined in the 2015-2020 Strategic Plan. However, it was recommended that the initiative be extended for one year through FY 2016-17 in order to spend the balance of the funding allocation to achieve the project objectives, with no expectation that modifications will be made to align activities with the Strategic Plan. FY 2015-16 resources will support costs related to various direct services, public education, provider capacity building, community skill-building and policy/environmental change strategies.

Universal Assessment of Newborns ($8,785,000)

The Universal Assessment of Newborns initiative aims to identify families at greatest risk/need and link them to supportive services by implementing a universal risk screening of all new parents at the birth of their child and providing up to three home visits, as needed, to offer basic supports and ensure linkages to needed services. This initiative is integrated with the Welcome Baby program implementation, with services delivered by the same hospital providers participating in Welcome Baby, and is an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing family protective factors. The target population for this initiative is the estimated 112,000 annual LA County births outside of First 5 LA's 14 Best Start communities. Program costs are anticipated to be higher in FY 2015-16 due to the addition of additional providers and expected increases in program enrollment.

Workforce Development ($2,522,000)

The Workforce Development initiative is comprised of the continuing Comprehensive Approaches to Raising Education Standards (CARES) Plus and the Prenatal to Five (P-5) Workforce Development Core Competencies programs. CARES Plus is a professional development program designed to increase the quality of early learning programs for children 0 to 5 and their families by supporting the education and preparation of an effective, well-compensated and diverse early learning workforce. FY 2015-16 represents the final year of CARES Plus funding.

P-5 Workforce Development Core Competencies seeks to expand the Prenatal to Three Core Competencies to reflect content for professionals serving expectant parents and children 0-5. The Cross-sector Core Competencies identify the knowledge, skills and attitudes needed by professionals across the early care and education, early intervention, mental health, physical health and social services sectors. FY 2015-16 represents the third year of a five-year project spanning from 2013 to 2018. While the project does not have a multi-year allocation, the contractor was awarded an overall amount based on the expected five-year lifespan of the project. The decrease in funding needed for FY 2015-16 relative to the prior year is because there were greater needs in FY 2014-15 due to the development of online training.

Workforce Development – ECE Workforce Consortium ($12,798,000)

The ECE Workforce Consortium creates an opportunity for collaboration among stakeholders across LA County to provide and improve available training and professional development to a wide spectrum of the current and potential ECE workforce. The project aims to increase the quality of early learning programs for young children by supporting the recruitment, education, preparation and retention of a diverse, high quality workforce. As the lead agency, LAUP ensures the continuation of collaborative efforts and promote recruitment and retention. Although FY 2015-16 represents the final year of the original project timeframe, this initiative was approved through the expiring initiatives assessment process to continue beyond FY 2015-16 in order to spend the funds remaining from the original allocation, dependent on the alignment of activities to the 2015-2020 Strategic Plan. The ECE Workforce Consortium is reflected in the Legacy Investment category because the work to be conducted during FY 2015-16 reflects a continuation of ongoing work, with no anticipated alignment of FY 2015-16 activities to the new Strategic Plan

3. RESEARCH AND EVALUATION

These include projects that align with and contribute to the outcomes and strategies of the 2015-2020 Strategic Plan, as well as ongoing projects aligned to our legacy investments. Proposed resources are based on the analysis presented to the Commission in March 2015 by the Research and Evaluation team and demonstrate First 5 LA’s commitment to learning from our current and past investments. The Research and Evaluation Department is in the process of developing the Monitoring, Evaluation and Learning (MEL) Framework, which provides a comprehensive structure for organizing First 5 LA's Research and Evaluation activities. The transition to the new framework will occur during FY 2015-16 and may result in changes to how these items are categorized in the context of the fiscal year budget.

Data Development & Integration ($2,447,000)

The Data Development & Integration initiative is a combination of the programs from FY 2014-15 that comprised the Data Systems Integration and the Data Development initiatives. For FY 2015-16, the costs for this initiative are driven by the following:

- Los Angeles Mommy and Baby (LAMB) Project ($260,000) – This project is a mail-in survey, conducted by the Los Angeles County Department of Public Health (DPH), that is used to collect data on mothers and children in Los Angeles County. Its main objectives are to better understand the causes of poor birth outcomes in L.A. County, identify areas where help and resources are needed the most and improve the health and human services of future mothers and babies in the county. First 5 LA provides partial funding for the survey administration and analysis to increase our knowledge of new mothers in L.A. County and to improve the way we support that population. Specifically, since the new Strategic Plan places an emphasis on the use of data, the LAMB data can be mined to answer population level questions about LA County mothers.
- Stronger Families Database ($880,000) – The Stronger Families Database is the administrative structure to track the clients served by the Welcome Baby and Select Home Visiting programs, which are a critical component of the 2015-2020 Strategic Plan. The FY 2015-16 budget will support and continue the build-out of the Database, which includes client-level data on services, screening, and assessments.
- WIC Data Mining Research Partnership ($320,000) – In an effort to collect critical data about low-income families with children aged 0–5 in LA County, First 5 LA partnered with PHFE-WIC (WIC) to create the Data Mining Project. Since the new Strategic Plan places an emphasis on the use of data, this partnership can provide both county-level and community-specific data to inform the strategic planning implementation process.
- Workforce Registry ($581,000) – This project continues to support the Child Care Alliance of Los Angeles (CCALA) to operate the offices of the Early Care and Education (ECE) Workforce Registry, which is aligned with the 2015-2020 Strategic Plan and is a proposed strategy within the ECE outcome area in an effort to strengthen the professional development system for ECE providers. CCALA will monitor and manage Registry data, provide technical support to Registry users, outreach to potential Registry users, support the ongoing development and refinement of the data system and pursue data sharing agreements with state and county agencies to expand the Registry to an increased number of users.

Program Evaluation ($4,567,000)

Program Evaluation is the largest of the Research and Evaluation initiatives and is focused on both accountability and learning. The purpose and focus of the evaluations differ depending on the scale of the program being evaluated, the maturity of the program, as well as the capacity and resources of the grantees/contractors implementing the program to support evaluation and learning. Evaluation activities range from collecting and reporting common data from all grantees and contractors on services that were implemented as well as data on the recipients of those services to designing highly rigorous implementation and outcome evaluations of First 5 LA’s flagship projects. For FY 2015-16, the costs for this initiative are driven by the following:

- Best Start Evaluation ($285,000) – This project consists of two components, the completion of the developmental evaluation—which will describe the ongoing development and evolution of Best Start as related to the core results in the BSFF—and preparation for a separate comprehensive evaluation of Best Start.
- Obesity Prevention & Nutrition Collective Impact Evaluation ($720,000) – First 5 LA partnered with a contractor to evaluate the collective impact of our nutrition and physical activity investments to help reduce early childhood obesity in LA County. The funds will be used to finalize the evaluation plan, obtain IRB approval, recruit and enroll participants, collect data, generate dissemination plans, and general project management. While the 2015-2020 Strategic Plan did not identify obesity prevention as a priority, the focus of this evaluation is on learning from the strategies that do align with the refined strategic approach (i.e., systems and policy change and community capacity building). Additionally, the Strategic Plan has identified moving forward with Collective Impact approaches to the work of First 5 LA, and this evaluation represents an initial effort to examine our investments using this approach.
- Professional Development Program Evaluation ($1,743,000) – This evaluation is related to and will inform the ECE outcome area of the 2015-2020 Strategic Plan, specifically the strategy to "strengthen the professional development system for early care and education providers." Findings from this evaluation will provide information about the ECE workforce and professional development system in LA County as well as evidence to support potential activities.
- Professional Development System Study ($340,000) – This study seeks to gain an understanding of the current state of the ECE professional development system in the County to inform First 5 LA's professional development system improvement efforts in the Strategic Plan. FY 2015-16 funds will be used to finalize the evaluation plan, convene an advisory group, develop data collection protocols, gain IRB approval, collect data, conduct a literature review, conduct preliminary data analyses, and disseminate preliminary findings.
- Welcome Baby Impact Study ($360,000) – The purpose of the Welcome Baby Impact Study is to determine if participation in Welcome Baby leads to changes in expected maternal and child variables. The study is expected to provide information to a variety of stakeholders about the effectiveness of Welcome Baby and is an integral part of the portfolio of evaluations being used to build an evidence-base to support sustainability efforts.
- Welcome Baby Implementation & Outcomes Evaluation ($515,000) – This evaluation seeks to generate implementation and participant outcome findings that can be used by a broad array of Welcome Baby stakeholders when making decisions and mid-course corrections related to the program. As with the Welcome Baby Impact Study, this evaluation is part of the portfolio of evaluation efforts being used to improve and better understand Welcome Baby and to help support sustainability efforts.

4. INTERNAL OPERATIONS

Based on an analysis of historical spending for the past three fiscal years and projected expenditures through June 2015, as well as anticipated needs for FY 2015-16, the Proposed Budget includes approximately $20.7 million for First 5 LA operating costs.

The $20.7 million represents an increase of $1.3 million, or 6.9% from the FY 2014-15 budget primarily due to the approval during FY 2014-15 of management recommendations related to the comprehensive compensation study of First 5 LA, including adjustments to bring employee compensation in alignment to the new compensation structure and philosophy and an enhancement to the retirement benefits offered by the organization. In addition, various position changes during FY 2014-15 and the addition of new positions for FY 2015-16 also increased the overall cost of personnel.

OPERATING COST CATEGORY	FY 2014-15 Budget				Proposed	
	Original		Revised		FY 2015-16 Budget	
Personnel Services	$ 15,238,672	79%	$ 14,757,141	76%	$ 16,367,981	79.1%
General Operating Expenses	1,509,250	8%	$ 1,395,100	7%	1,398,990	6.8%
Professional Services	722,846	4%	$ 718,246	4%	714,900	3.5%
Consultant Services	1,394,900	7%	$ 1,865,900	10%	1,623,500	7.8%
Travel & Meeting Expenses	329,511	2%	$ 458,793	2%	458,991	2.2%
Capital Improvements	160,000	1%	$ 160,000	1%	120,000	0.6%
Total Operating Costs	**$ 19,355,179**	100%	**$ 19,355,180**	**100%**	**$ 20,684,362**	**100.0%**

During the L3 process as we "listened and learned," we undertook important activities to identify ways to strengthen internal capacity, and thus, ensure First 5 LA is positioned to deliver on its mission and advance the Commission's priorities. Based on the findings of L3, the employee engagement survey, and the ongoing organizational alignment work, staff and leadership have identified a number of priorities to support staff development and organizational capacity to execute:

- Staff training professional development: A clear and consistent finding of L3 and the employee engagement survey is the need for organization-wide staff training and development. To that end, resources are included to support professional development activities in relevant content and skills-based training opportunities, conference attendance and educational materials. As First 5 LA transitions to new investment priorities and undergoes an expected organizational realignment during FY 2015-16, these resources will be critical to ensure that staff are well equipped to perform the key job functions needed to advance the desired outcomes outlined in the Strategic Plan.
- Consulting services for continued organizational development and implementation of strategic planning efforts: As the strategy refinement process continues, we will maintain though scale back our existing relationships with strategic planning and organizational development consultants. These resources support the agency's ability to coordinate, align, and sequence the strands of activity—strategy, staffing, business processes and structure—to effectively execute the new Strategic Plan.
- Position changes: Given the shift in organizational emphasis, the FY 2015-16 operating budget includes several position changes and additions, determined by management as essential to effective implementation of the new Strategic Plan. Additional changes are expected as the organizational transformation process evolves. These changes will be informed by organizational development processes underway and incorporated into mid-year budget adjustment recommendations to the Board.
- Implementation of compensation study recommendations: First 5 LA's leadership commissioned a compensation study as directed by the Commission in 2012. Management

recommendations—informed by the results of this study and by a Commission-approved compensation philosophy to ensure internal equity in job content and pay, external competitiveness to attract and retain strong talent, alignment with competitive and best-practice compensation methods, and incentives for high-performing employees—were approved by the Commission during FY 2014-15. As approved by the Board, the resources to implement the second phase of salary compensation adjustments, as well as other components of the approved recommendations are reflected in the FY 2015-16 operating budget request

Attachment D provides further detail on the operating budget request by internal division and department, based on the existing organizational structure.

Highlights and Assumptions:

The total $1.3 million net increase is driven by an increase in Salaries and Employee Benefits (S&EB), offset by decreases primarily in Consultant Services. As shown in the summary tables and departmental operating budgets in Attachment D, the budget includes many increases and decreases within individual departmental budgets, and the following are highlights of the major spending categories

<u>Salaries and Employee Benefits</u>

Approximately $16.4 million, or 79.1%, of the total $20.7 million in operating costs is for S&EB. This represents an increase of about $1.6 million, or 10.9% over the current fiscal year. A complete schedule of authorized positions may be found in Attachment A. Of the increase, approximately $292,000 is due to the inclusion of resources to support a potential 3% merit pool based on ongoing work surrounding one of the remaining recommendations from the compensation study. The overall application of this merit pool will evolve as the organizational transformation process continues into FY 2015-16. In addition, we accounted for anticipated employee turnover by incorporating an estimated 3% attrition rate into the budgeted S&EB figures.

The remainder of the change is primarily related to the salary adjustments approved during FY 2014-15 based on the compensation study recommendations, the approved modification to the retirement benefits offered by First 5 LA, and to new positions included as part of the FY 2015-16 budget, as detailed in the table below. Management asserts that position changes made during the course of the fiscal year are appropriate based on identified business need, to the extent that the organization expects to remain within the overall approved budget amount for the fiscal year. New and vacant positions are budgeted at 92.5% of the mid-range salary for the applicable classification level for a given position.

FY 2015-16 BUDGET: NEW POSITIONS		
Department	**Position**	**Estimated Fiscal Impact**
Policy & Intergovernmental Affairs	Policy Analyst II	$ 77,000
	Program Officer II	$ 77,000
	Senior Policy Analyst	$ 85,000
	Senior Policy Program Officer	$ 85,000
Communications & Marketing	Communications Officer II	$ 70,000
	Social Media Coordinator	$ 63,500
Contract Compliance	Contract Compliance Officer III	$ 85,500
Human Resources	Human Resources Generalist	$ 77,000

General Operating Expenses

General operating expenses comprise $1.4 million, or 6.8% of the total proposed operating costs of $20.7 million. This is a net increase of approximately $93,000 related to an increase in costs related to hardware and software maintenance, as well as the reinstatement of a contingency that was reduced during the FY 2014-15 mid-year adjustment process, offset by additional decreases in other areas.

Professional Services

The budget includes approximately $715,000 to support Professional Services, representing 3.5% of total proposed operating costs and a small decrease from the FY 2014-15 funding level. Consistent with FY 2014-15, these resources include funds related to findings from the employee engagement survey and L3 pointing to the need for more workforce professional development and training. As noted previously, these resources will be critical to ensure that staff are well equipped to perform the key job functions needed to advance the new work in order to achieve desired outcomes as First 5 LA transitions to a refined strategic focus and undergoes an anticipated organizational realignment during FY 2015-16.

Consultant Services

The budget includes approximately $1.6 million for Consultant Services, representing 7.8% of total operating costs and a decrease of approximately $242,000, or 13.0% from FY 2014-15. Major components of this budget include the following:

- Office of Strategic Planning and Implementation: The budget includes funding for consultant needs related to continued implementation efforts for the 2015-2020 Strategic Plan, including organizational alignment activities.
- Human Resources: The budget includes resources to support the current work underway to support the organizational development efforts, including the development of and training for a performance management system, a long-term needs assessment to support internal capacity, and executive recruitment, as well as the ongoing needs of the department.
- Information Technology: Resources will support improvements to First 5 LA's financial system, budget system and SharePoint, as well as ongoing programming needs.

Travel and Meeting

Travel and Meetings costs comprise 2.2% of the proposed operating costs at approximately $459,000, representing a minor increase from the revised funding level for FY 2014-15.

Capital Improvements

The budget includes $120,000 for purposes of capital improvements, a decrease of $40,000, or 25.0% from FY 2014-15. This decrease is because funding in the FY 2014-15 was for anticipated one-time projects that are no longer applicable for FY 2015-16.

ATTACHMENT C:

PROGRAM REQUEST – DETAIL BY PROGRAM

INVESTMENT CATEGORY:

2015-2020 Strategic Plan: Focusing for the Future

Investments and Approaches
Reaffirmed by the Board
And Aligned to the Strategic Plan

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Families: Place-Based - Welcome Baby/Select Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Family Strengthening Oversight Entity	$3,172,000	$3,418,000	0.0775

Program Summary

The Family Strengthening Oversight Entity (FSOE) aligns with the 2015-2020 Strategic Plan given its support for the implementation of the Family Strengthening strategies, specifically the Welcome Baby and Home Visiting programs, which work to increase family protective factors.

The FSOE aims to ensure coordinated, high-quality services are offered across the system of participating providers. The FSOE oversees and supports the standardization of the Welcome Baby program to ensure adherence to program fidelity by the Welcome Baby providers across the county. The FSOE also provides programmatic technical assistance and support to the Select Home Visitation providers to support model fidelity and efforts to develop referral pathways to best meet the needs of families. Additional responsibilities include the provision of technical assistance to providers utilizing First 5 LA's data management information system; facilitation of cross-site peer learning exchanges; and coordination and support of communication and messaging efforts.

In FY 15-16 the FSOE will:
• Coordinate and implement 2 Welcome Baby Trainings (over 150 hours of training)
• Coordinate monthly technical assistance calls with Welcome Baby and Select Home Visiting providers
• Coordinate training workshops for the Select Home Visiting providers
• Organize and conduct quarterly peer learning opportunities
• Provide program materials to providers across 15 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

Spending Plan and Funding Methodology

In FY 15-16 the FSOE will coordinate two Welcome Baby trainings (each over 150 hours for a total), conduct on-going database trainings for Welcome Baby and Select Home Visitation providers, provide on-going programmatic technical assistance, participate in the development of the First 5 LA Stronger Families database, and coordinate monthly quality assurance calls and quarterly peer learning sessions.

The total for FY 15-16 is estimated to be $3,418,000. This funding increase reflects the addition of two new Welcome Baby providers, with associated increases in program materials and training costs. Further, the cost of supplies will also increase as Welcome Baby providers are in the first full year of client enrollment. Finally, the Select Home Visitation providers continue to receive ongoing technical assistance and training.

The following were taken into account when developing the FY 15-16 estimate:
• Increase in cost of supplies based on increased enrollment rate of up to 70% per Welcome Baby provider (client materials include home safety items, boppy nursing pillows, books and developmental toys)
• Increased costs for training, mileage and contracted services based on provision of technical assistance to a total of 15 Welcome Baby providers and 20 Select Home Visitation providers.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Families: Place-Based - Welcome Baby/Select Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Family Strengthening Public Education	$40,000	$100,000	1.5000

Program Summary

As a key component of the 15-20 Strategic Plan, these resources will provide marketing and communications support specific to the continued growth and success of the Family Strengthening outcome area, including the Welcome Baby voluntary home visiting program. Opportunities have been identified by staff to provide support to this investment in the following ways:

- Support the program oversight entity in leveraging the one-on-one contacts with thousands of new mothers per year to promote First 5 LA's key messages around family strengthening and the family protective factors.
- Create and implement a "Welcome Baby Discount Card" program to be implemented across Los Angeles County and a selection of 3-4 Best Start communities on a pilot basis.
- Engage limited consultant support to market the "Welcome Baby Discount Card" program and license/market sponsorships of Welcome Baby program components.

Resources for these activities are not currently addressed in contracts with hospital providers or to a sufficient level in the contract with the oversight agency, LA's Best Babies Network (LABBN).

Spending Plan and Funding Methodology

This proposed cost ($100,000) will provide marketing and communications support to the expanding Welcome Baby voluntary home visiting program throughout Los Angeles County. These resources will provide support for the oversight entities efforts to complement any efforts by individual hospital providers and leverage the thousands of contacts between home visitors and new mothers to communicate key First 5 LA messages around family strengthening and the family protective factors. Support is also to market a proposed "Welcome Baby Discount Card" program and licensing/sponsorship of Welcome Baby program components. The budget of $100,000 for sponsorship and partnership development was determined using a methodology that reflects past experiences for similar marketing and communications support activities.

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

The original FY 14-15 budget for this effort, including consultant fees, was $150,000. This amount was reduced to $40,000 at mid-year to reflect delay in program implementation due to limitations in internal capacity. The FY 15-16 budget of $100,000 is for implementation costs only (no consultant costs - this work will completed by First 5 LA staff) and represent a slight increase over previous estimates due to even greater alignment with new Families and Communities outcomes areas in the 2015-2020 Strategic Plan.

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Families: Place-Based - Welcome Baby/Select Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Select Home Visiting Programs	$9,956,000	$17,183,000	0.7258

Program Summary

Select Home Visiting programs are an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing family protective factors.

Select Home Visiting programs are evidence-based, voluntary, home-based intervention programs for families identified as high risk and residing within a Best Start Community. The programs include home visits delivered weekly, every two weeks, or monthly, depending on the program model and family's needs. Clients receive client-centered, strength-based information and support during visits with a focus on positive parenting behaviors and child development; information on key developmental topics such as attachment, discipline, health, safety, sleep, transition/routines; and family well-being.

The programs aim to:
• Increase parent knowledge of early childhood development and improve parenting practices;
• Cultivate and strengthen nurturing parent-child relationships;
• Provide early detection of developmental delays and health issues;
• Prevent child abuse and neglect; and
• Increase children's school readiness and school success

Target Performance Measures:
• Achieve an enrollment rate (based on receipt of first home visit) of 70% of clients referred by Welcome Baby
• Complete first home visit within two weeks of referral date from Welcome Baby site 80% of the time
• Ensure enrolled clients receive at least 75% of the appropriate number of home visits based upon the individual level of service to which they are assigned
• Track breastfeeding initiation, exclusivity and duration rates
• Implement Patient Health Questionnaire (PHQ) for Depression Screening at intake and once a month for 90% of time of actively enrolled clients
• Ensure at least 80% of target children are linked to a medical/healthcare home

Spending Plan and Funding Methodology

FY 15-16 represents the second year of ramp-up implementation for a total of 21 Select Home Visiting providers, with FY 16-17 anticipated to be a full year of implementation. Staff continue to assess program referral and enrollment rates to providers to inform potential cost estimates. The majority of FY 15-16 contract expenses will be spent on personnel costs, supporting an additional new 46 FTE personnel, and increases in areas such as supplies and mileage with increased program enrollment.

In FY 14-15, providers were focused on ramp-up of program enrollment and implementation of home visits, including hiring of 50 FTE personnel with related program expenses such as equipment, printing, supplies, and mileage. The contract amount in FY 15-16 is estimated to be $17,183,000 due to increasing program enrollment. Providers will also hire an additional 46 FTE personnel to support increasing enrollment rates and associated program expenses.

The following were taken into account when developing the FY 15-16 estimate:
• Addition of 46 new FTE personnel based on estimated referral rate
• Merit increase for existing personnel
• Increases in related program costs due to additional staff and increased program enrollment including equipment, space, telephone, supplies, and training.

A 5% contingency was also included based on the total estimated contract amount for programs in anticipation of unexpected costs arising during contract negotiations, such as an increase in expected enrollment, which would increase costs in areas such as supplies and mileage.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Families: Place-Based - Welcome Baby/Select Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

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

The FY 14-15 budget was decreased at mid-year due to slower enrollment rates during the ramp-up period, which resulted in fewer expenses in the areas such as program materials, supplies, and mileage. The increasing rate of referrals and the addition of 46 new FTE personnel will result in increased enrollment in FY 15-16, driving an increase in related program costs and the change from FY 14-15.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Families: Place-Based - Welcome Baby/Select Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Welcome Baby Hospitals	$12,848,000	$15,902,000	0.2377

Program Summary

Welcome Baby is an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing family protective factors.

The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective of Welcome Baby is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The program is intended to be offered universally to all families regardless of income status, potential challenges or risk. The Welcome Baby program includes prenatal and postpartum home-based visits, as well as a hospital visit at the time of the child's birth.

The Welcome Baby program focuses on the following outcomes:
* Increased breastfeeding
  - Increased initiation, duration and exclusivity of breastfeeding
  - Improved parent knowledge of nutrition
* Families receive appropriate health and developmental care
  - Higher immunization rates
  - Higher rates of health insurance coverage
  - Increased number of mothers screened for post-partum depression
  - Increased numbers of parents administering high quality developmental screens
* Families experience improved connections to supports, resources, and services in their community, resulting in more referrals and increased utilization of existing resources for families with unmet basic needs: drug, alcohol, or domestic violence exposure; social isolation; post-partum depression; or risk factors for developmental delays.

FY 15-16 objectives are to:
• Enroll a minimum of 40% of participating hospitals births
• Achieve 75% rate for program participants that will initiate any breastfeeding at time of hospital visit
• Achieve 80% rate for program participants receiving 2-4 week postpartum visit that will be given options for ongoing emergency and other care
• Achieve 80% rate for program participants receiving a 3-4 month home visit that will receive an ASQ screening at that visit
• Achieve 80% rate for babies receiving a 9 month visit that are up to date on immunizations

Spending Plan and Funding Methodology

In FY 15-16, program costs will include 15 Welcome Baby providers, an increase from the 13 providers in FY 14-15. The majority of contract expenses will be spent on personnel costs, with increases in expenses for staff training and client materials, given at least 20 new FTE personnel and expected increases in program enrollment. The budget for each Welcome Baby grantee is based upon anticipated enrollment and percentage of Best Start and Non-Best Start families to be served.

The following were taken into account when developing the FY 15-16 estimate:
• Merit increase for existing personnel
• Addition of at least 2 new provider hospitals with up to 20 FTEs
• Updated hospital birth rate information from 2013 to inform personnel needs, as providers are designated home visitation "team sizes" based on birth rates. Each team consists of 5 staff. Current team sizes range from 1 to 3.
• Increases in related program costs per provider in relation to expected increased enrollment in cost areas such as mileage and supplies.
• Calculation of births to Best Start and non-Best Start families, which drives costs expensed to the Best Start Family Strengthening zero-based budget vs. the Universal Assessment allocation.

A 5% contingency was also included based on the total estimated contract amount for programs in anticipation of unexpected costs arising during contract negotiations, such as an increase in expected enrollment which would

Initiative	Investment Category.
Families: Place-Based - Welcome Baby/Select Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

increase costs in areas such as supplies and mileage.

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

The FY 14-15 budget was decreased at mid-year due to slower enrollment rates during the ramp-up period and two providers who did not complete contract negotiations within the fiscal year as anticipated. These factors resulted in decreased expenses in areas such as personnel, program materials, supplies, and mileage for FY 14-15. The increasing rate of referrals and the addition of two providers and at least 20 new FTE personnel will result in increased enrollment in FY 15-16, leading to an expected increased in related program costs in FY 15-16.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Assessing Progress	$302,000	$0	-1.0000

Program Summary

Funding for Assessing Progress/Evaluation was previously captured as a separate line item, but is being moved to the Results-Focused Actions program line item for FY 15-16. Projected costs for Assessing Progress/Evaluation are higher than FY 14-15 due to the expectation that all 14 Community Partnerships will have begun implementing RFAs during FY 15-16.

Spending Plan and Funding Methodology

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Best Start Metro LA	$885,000	$1,112,000	0.2564

Program Summary

Note that this was included in the FY 14-15 budget under the Program name "Best Start LA Pilot Community."

This program is aligned with Strategy 1 of the Communities outcome area of the 2015-2020 Strategic Plan that calls to fund training and technical assistance to ensure that the existing 14 Best Start Community Partnerships become high-functioning, results focused and sustainable. Specifically, this strategy calls for Para Los Niños (PLN) to support the logistical needs, parent outreach, and growth of Metro LA.

This line item is designated to support Best Start Metro LA via Para Los Niños (PLN), which serves as the lead agency for this community. PLN provides the infrastructure support and coaching to the Community Partnership to lead community mobilization and leadership development activities at the neighborhood, organization and community levels. In FY 15-16, PLN will continue supporting the Metro LA Community Partnership by providing:

1) Leadership of a community change movement through coordination, planning, and facilitation of Community Partnership convenings, which include three Task Forces, the Executive Committee, six Neighborhood Leadership Groups that include 250+ residents/parents and the Learning Team comprised of other Best Start contractors. In total, the Metro LA Community Partnership consists of over 300 community members and organizational/government representatives engaged on a regular (mostly weekly) basis.
2) Leadership Development/Capacity building through coaching and supporting parents and residents to take leadership roles in the Community Partnership and in the community, including relationship building, conflict resolution, meeting planning and facilitation.
3) Logistical support for all meetings through subcontracts with vendors, including translation, child care, transportation, food, and venues.
4) Documentation and communication of Community Partnership activities to First 5 LA and external parties.
5) Evaluation of Community Partnership strategies and activities.

The projected budget reflects funds to support the growth and development of the BSMLA Community Partnership. This includes coordination of at least 200 community meetings/events per year, leadership development for approximately 250 parents and residents, outreach, supporting community linkages and leveraging, training for all Community Partnership members, Community Partnership governance support, training and technical assistance, evaluation and document support for the Community Partnership.

The increase in the funding request reflects a steady growth of engagement by residents and parents. For example, in February 2015, the BSMLA Partnership engaged 292 parents through weekly convenings to foster social connections, provide information and access to local resources, and strengthen and support parent/resident leadership through opportunities to engage in the civic life of the community. This is an increase of 142, or 95%, from the same time the previous year. As more parents/residents in Best Start, it requires more supports (such as staff support, coaching, child care, transportation, etc.).

The Metro LA Community Partnership has identified the need to increase the diversity of those engaged in Best Start, specifically, African-American families. A new NLG targeting African-American parents and residents would be established. There is also need for additional supports for the six current NLGs that have grown over the past year and the additional NLG will be in the form of an additional Promotora and administrative support. Specifically, the Promotora would lead the new NLG and support the two largest existing NLGs (75+ members each), and an Administrative Assistant who will help track attendance, process invoices, take meeting notes and provide a wide variety of additional supports.

Spending Plan and Funding Methodology

Budget estimates for FY 15-16 were provided by PLN and are based on historical expenditures as well as estimated funds required to support the growth of the NLGs.

• Personnel – Funding includes 8 full-time staff: Director, Associate Director, 4 Promotoras, Office Manager, 1 (FTE)

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Administrative Assistant, and 4 staff (evaluation and senior leadership) who support Best Start Metro LA on a part-time basis. = $544,663

• Meeting supplies and logistical support – Includes funding for contractors to provide supportive services such as translation, child care, transportation, food, venue, etc. = $433,596

Other cost areas include:
• Office space, phone and office equipment (purchase and rental) = $41,737
• Printing/copying and supplies = $15,437
• Postage = $397
• Training expenses = $22,286
• Employee mileage and travel = $9,240
• Indirect costs = $44,644

The costs of program administration are approximately 26% of total costs.

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

The increase in the numbers of parents and residents who desire to participate in Best Start Metro LA has resulted in the two following changes:

• Additional Neighborhood Leadership Group (NLG): A 7th NLG is proposed that would increase the geographic and ethnic diversity of the Community Partnership by targeting African-American parents and residents. This would necessitate an additional promotora and increased meeting expenses. The new promotora would also support two of the other NLGs that have increased to 70-80 regular attendees weekly, which is difficult for one promotora to support. 78% of the additional funds requested for FY 15-16 will go towards supporting the growth of the NLGs.

• Additional office support: PLN is currently supporting an average of 35 meetings per month. As the meeting numbers and attendance has grown, the work required to support and track them has become overwhelming to the Office Manager. An Administrative Assistant is proposed to help with collecting and tracking data and processing invoices for the multiple vendors that support each meeting. Of the additional funds requested for FY 15-16, 22% is to hire an additional Administrative Assistant.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Long-Term Business Model Transition	$153,000	$28,000	-0.8169

Program Summary

Note that this was included in the FY 14-15 budget under the Program name "BSFF Alignment: Capacity Development."

This program is aligned with Strategy 1 of the Communities outcome area of the 2015-2020 Strategic Plan that calls to fund training and technical assistance (TA) to ensure that the existing 14 Best Start Community Partnerships become high-functioning, results focused and sustainable. Specifically, this strategy calls for the development of a cross-departmental team to develop and conduct a stakeholder engagement process to elect and implement a long-term business model for the 14 Best Start Communities.

The Best Start Communities (BSC) Department will begin transitioning to a long-term business model (LTBM) during FY 15-16, which will be in place through the duration of the 2015-2020 Strategic Plan. The transition process will be designed to move First 5 LA from being the “doer” to a supporter/funder role in a manner to ensure there will be little disruption to the work currently underway in the Best Start communities. During FY 15-16, BSC will continue its shift from a staff and contractor -driven to a more community-centered approach from its current approach.

Since the inception of Best Start, First 5 LA has considered the evolution of the Community Partnerships, influenced by continuous learning, community and First 5 LA capacities, and social/political/fiscal factors. During FY 14-15, First 5 LA took initial steps to modify how we engage with communities, for example: 1) First 5 LA increased its focus on learning from and with communities through Developmental Evaluation and quarterly Learning Communities; 2) First 5 LA staff have shifted more responsibilities of meeting management and design to Learning Teams and emphasized the need to engage Partnership members in this planning; 3) First 5 LA initiated and completed research on the role of funders and community members in other place-based initiatives via a contract with Sweet Livity; and 4) Based on findings from Sweet Levity and BSFF implementation experiences, First 5 LA staff determined that a shift from a First 5 LA staff-driven structure to a community-driven structure through external entities to support Best Start communities would be optimal to promote long-term sustainability and community ownership.

In FY 15-16, First 5 LA will continue to refine its role based on current and on-going learning and the continued progress of the Community Partnerships. As we more intentionally shift to improved ways to strengthen community capacity and the work of the Community Partnerships, staff will build upon lessons in BSFF implementation and the research conducted by Sweet Livity to:

1. Engage the Commission and other key local experts to explore previous efforts in Los Angeles County to support resident/stakeholder-led community change. Lessons learned from these experiences (specific to local context, dynamics, history, relationships, etc.) will help ensure considerations unique to Los Angeles County and/or Best Start communities are taken into account.
2. Implement a transition team of community representatives from each Best Start community to vet, finalize, and support a transition from a First 5 LA staff-driven structure to external entities (number of entities to be determined).
3. Select a Training & Technical Assistance contractor to assist in the development of an onboarding process for the external entities to facilitate the transition of roles.
4. Begin the solicitation process for selecting external entities to support Best Start Communities.

Spending Plan and Funding Methodology

FY 15-16 budget amounts were based on the following estimates:

Best Start Community Member Engagement
1. Meeting costs for a Transition Team consisting of First 5 LA staff, Community Partnership members and organizations to prepare for transitioning to the Long-Term Business Model = $12,500

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

a. 6 meetings, 28 community members (2 from each community), 2-3 hours per meeting
b. Logistics = $12,000
c. Materials = $500

2. Stakeholder Engagement: includes engagement of Commissioners and community leaders @ 20 hours x $150 per hour = $3,000

3. Training and Technical Assistance Contractor to support the transition and onboarding process for the external entities to facilitate the transition of roles @ 50 hours x $150 per hour = $7,500

4. Procurement Process: $5,000 (for external reviewer payments and logistics for the review process)

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

The decrease in funding from FY 14-15 reflects the completion of Contractor Engagement (i.e., webinars) and the conclusion of the LTBM research and support provided through the contract with Sweet Livity.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Marketing & Communications	$1,775,000	$1,870,000	0.0535

Program Summary

The Best Start Communications and Marketing team will implement an effort-wide communications and public education strategy for the Best Start effort with a focus on the evolving implementation of the Communities Component of the Strategic Plan and the Building Stronger Families Framework. Activities will include ongoing messaging support, stakeholder engagement, and general marketing. These activities will be designed to develop broad support for and engagement in the effort including building connections across communities.

Additionally, as First 5 LA values Marketing and Communications skills as a critical component of a healthy community change effort, each Community Partnership will receive Communications Capacity Building support. Based on a participatory communications model , capacity builders and community members will co-design and execute community-level Marketing and Communications plans with the objective of increasing the visibility of the Partnership, building brand awareness, and building relationships that, in time, leverage and mobilize the existing community resources of a community.

Spending Plan and Funding Methodology

GENERAL BEST START MARKETING AND COMMUNICATIONS

FUNDS: $650,000 – Marketing and Public Relations activities designed to build Community Partnership and broad stakeholder engagement on a local, state, and national level through an increase in messaging support for Program Officers and consultant partners, media relations, public affairs work, speaking engagements, conference presentations and sponsorships. Additionally, broad based awareness will be built through social media, collaterals and events.

METHODOLOGY: Costs fall into two primary categories:

Marketing – based on prior experience with the development of marketing materials for the overall Best Start effort that occurred during the launch of Best Start in 2011, and the projected marketing work needed for Best Start in FY 15-16, it is estimated that approximately $300,000 will be needed to execute the work. Anticipated activities for FY 15-16 will include, but are not limited to, the following:

- Publications: brochures, newsletters, infographics, signs for partnerships
- Promotional Items: mugs, books, pens, balls
- Newsletter: quarterly promotional newsletter for Best Start
- Website: re-design, story production
- Videos

Strategic Communications - based on previous work and the projected need to message the anticipated changes within the Best Start communities, it is estimated that approximately $350,000 will be needed to execute the work. Anticipated activities for FY 15-16 will include, but are not limited to, the following:

- Stakeholder Engagement
- Message Training
- Activities Events

COMMUNICATIONS CAPACITY BUILDING/COMMUNITY SPECIFIC MARKETING

FUNDS: $1,220,000 - Communications Capacity Building/Community Specific Marketing activities will focus on the creation and ongoing implementation of Communications Workgroups within each community partnership whose charge is to co-design and execute Marketing and Communications plans for each Best Start Community. Workgroup activities will promote the larger partnership’s work, including Learning by Doing activities and any Strategic Plan activities.

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

METHODOLOGY: Program budget costs for Communications Capacity Building fall into three primary categories:

Communications Capacity Builders – based on previous years' experience with Fenton Communications, it is estimated that each community will need at least 28 hours of consultant time at per community partnership per month to build the communications capacity/literacy of the workgroups and partnership. Based on the standard consultant rate of $150 hour, this totals approximately $720,000. Capacity building activities will include activities such as the following:

• Social media training
• Event planning
• Media relations
• Power and media
• Writing/Storytelling skills
• Public speaking skills

Community Specific Marketing and Communications Plans – as communities gain communications skills, workgroup members will co-design marketing and communications plans with the Capacity Builders. Based on previous years' experience – in FY 13-14 each community had approximately $40,000 to support activities and in FY 14-15 each community had approximately $25,000 to support activities – plans will require an average of $25,000 of funding per community. This amounts to $350,000 for all 14 communities.

Technical Assistance for Capacity Builders – to support brand consistency amongst Communications Capacity Builders, we project the need for a consultant to oversee capacity building and marketing and communications plans within all 14 communities, as well as develop and administer supporting materials including a toolkit. With an estimated 60 hours a month at the maximum rate of $150, consultant hours total approximately $110,000. Materials development and convening's for consultants across communities will total approximately $40,000.

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

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Neighborhood Action Councils	$1,902,000	$0	-1.0000

Program Summary

FY 2014-15 funding to support the Neighborhood Action Councils (NACs) was reflected as a separate initiative, since funding was used to support NACs across LA County. For FY 15-16, funding will support NACs within the Best Start Communities only, and is reflected in the Resident Engagement program in order to better reflect the overall purpose and use of resources.

Spending Plan and Funding Methodology

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Partnership Capacity Building	$2,203,000	$3,273,000	0.4857

Program Summary

Note that this was included in the FY 14-15 budget under the Program name "LBD: Partnership Capacity Building and Planning."

This program is aligned with Strategy 1 of the Communities outcome area of the 2015-2020 Strategic Plan that calls to fund training and technical assistance (TA) to ensure that the existing 14 Best Start Community Partnerships become high-functioning, results focused and sustainable. Specifically, this strategy calls for the selection of contractors with experience in the six core capacities for a training and TA pool.

The proposed community capacity building approach is based on lessons learned from the implementation of the BSFF and "Learning by Doing" (LBD) process in FY 14-15. After an analysis of the current resources provided to each Community Partnership, staff has determined that a more focused and strategic approach is necessary to strengthen community capacity building efforts and align with the Year 1 process milestone of the Communities Outcome area of the 2015-2020 Strategic Plan.

The Year 1 process milestone emphasizes capacity building in three of the six core capacities (i.e. inclusive governance, effective collaboration, and building neighborhood capacities). A focus on these measures requires training and technical assistance in areas such as parent/resident leadership, demographic diversity, stakeholder representation/participation, communication systems, and community investments/assets/resources. In addition to these capacities, there is a need to and lay the foundation to support evaluation and learning with a focus on the Community Partnerships' understanding, tracking, and disseminating data on LBD performance measures. Moreover, as the Community Partnerships continue implementation of LBD activities, staff is proposing to have a pool of content-specific training and technical assistance providers (e.g., policy and advocacy, early care and education, built environment, information, resource and referral, etc.) that the Partnerships can access as needed.

The capacity building supports identified below support the areas of anticipated growth in the three core capacities as well as the need for evaluation capacity building and content-specific training and technical assistance, with emphasis on strengthening the implementation of LBD activities. These supports also represent a shift in how resources are distributed to the Community Partnerships to achieve the Year 1 process milestone and lay the foundation to achieve the five-year objective to ensure that Community Partnerships become high-functioning, results-focused and sustainable.

(1) CAPACITY BUILDING ASSISTANCE CONTRACTOR(S): During FY 14-15, the contractor provided an extensive level of capacity building support directly to the Community Partnerships. For FY 15-16, staff will contract with an expert(s) or team to provide expertise and support to First 5 LA in planning and leveraging local and national efforts related to family strengthening, community building, and systems improvement. The contractor(s) will also work closely with First 5 LA staff to revise current tools (e.g. core capacities self-assessment tool), promote peer learning among Learning Teams, and provide some training and technical assistance to support the onboarding of the Phase 1 LBD contractors that will implement LBD activities in the BSCs.

(2) NETWORK OF LOCAL TRAINING AND TECHNICAL ASSISTANCE PROVIDERS with emphasis on those with expertise in three of the six core capacities of a high-functioning Community Partnership: inclusive governance, neighborhood capacities, and effective collaboration. It also includes content-specific training and technical assistance related to Learning by Doing projects (e.g., policy and advocacy, early care and education, built environment, information, resource and referral, etc.).

(3) LEARNING TEAM:
Community Leadership Coach: During FY 15-16, staff will issue a solicitation for a community leadership coach who will: 1) Provide skills-building opportunities to Community Partnership members (e.g., meeting planning and facilitation); 2) connect Community Partnership members to capacity building opportunities from a network of training and technical assistance providers; and 3) work collaboratively with First 5 LA and other learning team members to assess progress, make mid-course corrections, coordinate facilitation as needed and transition to the Long

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

-Term Business Model.

Data, Research and Evaluation TA Contractor: to work with the data and evaluation workgroups from each of the community partnerships to understand, generate and use research and evaluation data to support ongoing community advocacy informed by experience in implementing LBD strategies and activities. This work includes engaging Community Partnerships in the development of data gathering tools and methods, navigate available data systems, understand tracking of LBD performance measures, and analysis reporting and dissemination of results to the larger Partnership. Using data as a learning tool for decision making, tracking progress, and as a mechanism for ensuring accountability are fundamental capacities for Results-Focused Community Partnerships (RFCP). Furthermore, data, research and evaluation capacity building aligns with the three core capacities of RFCP that First 5 LA will focus on in FY 15-16 – inclusive governance, effective collaboration, and building neighborhood capacities. Through this effort, partnerships will utilize data and research to communicate on Partnership's progress and make informed decisions on governance and influence interactions with families and children.

(4) BUSINESS ENGAGEMENT
The business community is an important stakeholder as communities seek to ensure that communities are family-supporting. A crucial component of the long-term sustainability of Best Start Communities (BSC) is engaging businesses as key stakeholders. In FY 14-15, a business engagement pilot was implemented in South El Monte/El Monte and funded through the First 5 LA Public Affairs Department. This has demonstrated initial strong success and the FY 15-16 budget reflects the continuation of this work as follows:

SEM/EM Business Engagement: Maintain current efforts, including direct support of the Communications Workgroup meetings, business engagement events, relationship building with the business community, and continued development and refinement of model for expansion to all Best Start communities.

Best Practices and Scalability: Support from contractor to develop and produce an analysis that examines and shares best practices and explores feasibility of scaling pilot across all 14 communities. This analysis will include a landscape analysis of the remaining 13 communities.

Support for Business Outreach and Engagement: Budget includes collateral materials (e.g., business cards, pitch packets), event participation fees (e.g., Chamber mixers, conferences), and membership dues.

(5) LEARNING EXCHANGES
Best Start Learning Community: Quarterly convene cross-partnership members to participate in peer-to-peer learning interactions to establish a vital flow of information regarding common experiences that promote and build knowledge. Topics include: sharing promising practices, communications and outreach, parent engagement, regular updates on milestones reached in funded LBD activities, and collective impact efforts.

Regional and Cross-Partnership exchanges and visits: BSC will encourage and promote learning exchanges by region. As a result of meeting quarterly at the Learning Community events, community members want to meet regionally to strengthen their connections, learning, and efforts to impact regional issues. Additionally, community members are interested in initiating partnership visits to learn more about specific partnership strategies such as stakeholder engagement, governance and outreach. BSC will support these cross-partnerships visits to encourage self-directed partnership peer-to-peer learning and networking.

Conference Attendance: Budget estimates include conference fees and travel costs for Partnership members to attend and/or present at conferences related to achieving the core results through a place-based approach.

Spending Plan and Funding Methodology

FY 15-16 budget estimates were developed based on the following methodology:

(1) Capacity Building Contractor(s): Estimate ($500,000) based on historical spending with the current contractor, less the costs of capacity builders. Contractor will provide capacity building in the form of training and technical assistance to assist the phase 1 LBD contractor(s) that will implement LBD activities in the BSCs.
• Expert consultation by various field experts in place-based initiative; and
• Travel expenses, as applicable.

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

(2) Network of local training and technical assistance providers: Support for BSC partnerships to identify local organizations that can provide the BSC partnership with complimentary training and technical assistance that is content-specific.
267 hours x $150/hour = $40,000 (rounded)
TOTAL = $40,000 x 14 Partnerships = $560,000

(3) LEARNING TEAM:
3.a. Community Leadership Coach: Coaching and note-taking costs were calculated based on historical facilitation costs for monthly Community Partnership and Workgroup meetings.
• Coaches: 52 hours/month x $150/hour x 12 mos. x 13 BSCs = $1,216,800
• Note-takers: 20 hours/month x $60/hour x 12 mos. x 13 BSCs = $187,200
• Mileage and Supplies: $2,900 x 13 BSCs = $37,700
• Administration costs: $3,200 x 13 BSCs = $41,600
Subtotal 3a = $1,483,000 (rounded)

3.b. DATA, RESEARCH AND EVALUATION TA PROVIDER:

PLANNING AND COORDINATION: Includes overall project coordination, data dissemination, training and technical assistance, TA Plan development and implementation
• Overall project coordination, dissemination planning, and communication with Best Start staff and contractors. (20 hrs x $150.00 per hour x 12 months) = $36,000
• TA Plan development and on-going planning (8 hrs. x $110.00 per hour x 12 months x 14 BSC) = $147,840
• In service trainings for the evaluation TA providers @ 2 meetings per year (4 hrs. x $110.00 per hour x 14 BSC) = $6,160
• Direct expenses (mileage, parking, travel-related, copying and supplies) = $46,292 (represents 10% of Section 3B)
Subtotal = $236,292

EVALUATION WORKROUPS: Convening and facilitating of Research and Evaluation workgroups in each Best Start community:
• Workgroup Sessions – 2 meetings per 14 BSC per month (4 hrs. x $110.00 x 12 months x 14 BSC) = $73,920

DISSEMINATION:
• Designing, creating, and disseminating information more accessible to Community Partnerships: in various languages based on Best Start Community needs. (Up to $5,000 x 14 BSC) = $70,000

AGGREGATE ANALYSIS OF LBD INVESTMENT: An additional $129,000 will be spent on evaluating the entire RFA investment (which corresponds to this budget item). This evaluation would help fill a gap in assessing progress, by examining the findings across all of the RFA investments and creating quarterly reports to bring out learning from the 14 communities collectively.
• Review of RFAs for each of the 14 communities, coordination and dissemination = 160 hrs x $150/hr = $24,000
• Compilation of performance measure data =175 hrs x $100/hr = $17,500
• Facilitation of data use = 875 hrs x $100/hr = $87,500
Subtotal 3b = $510,000 rounded

(4) Business Engagement: $129,200 based on current work in Best Start SEM/EM ($129,000 TOTAL rounded)
• Direct support to workgroup (meetings, events): $100/hour x 36 hours per month = $3,600 x 12 months = $43,200
• Relationship building with business community: $100/hour x 10 hours per month x 12 months = $12,000
• Ongoing alignment with BSFF and all Best Start efforts: $100/hour x 5 hours per month x 12 months = $6,000
• Support for Business Outreach and Engagement: Budget includes collateral materials (e.g., business cards, pitch packets), event participation fees (e.g., Chamber mixers, conferences), and membership dues: $8,000
• Best practices and scalability: $150/hour x 20 hours per month x 12 months = $36,000
• Landscape Analysis: Technical assistance for $150/hour x 13 hours per month x 12 months = $24,000 (rounded)

(5) Learning Exchanges ($91,000 TOTAL)
Learning Communities: Program planning, co-design and facilitation assistance with the Learning Communities: 20 hours per month x 12 months x $150/hour = $36,000

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Regional and Cross-Partnership Exchanges: Program planning, implementation and facilitation assistance with (3) Regional Exchanges and 7 community initiated Cross-Partnership visits: 15 hours per month x 12 months x $150/hour = $27,000

Conference Attendance: Expenses for this line-item with registration and travel costs (i.e., mileage and parking) and are calculated at: 14 Partnerships x $2,000 = $28,000

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

During the FY 14-15 mid-year budget adjustments, this funding area was increased as a result of a need for additional resources to assist the Community Partnership members in completing the LBD process. For FY 15-16, staff anticipates an increase in this area due to the following:

• Modified Learning Team/support team structure.
• Added capacity building supports by other/local organizations.
• Data, Research & Evaluation Capacity Building is a new line-item for FY 15-16.
• For FY 14-15, funds for Business Engagement were expensed from the Cross-Communities Marketing and Communications budget and only for one pilot community (i.e., South El Monte/El Monte). For FY 15-16, funds will be reflected in the Capacity Building budget and will include support to continue working with SEM/EM, as well as an analysis of best practices and scalability across all 14 Best Start communities.
• For FY 14-15, Facilitation expenses were captured under the LBD: Community Convening cost category, but are reflected in the FY 15-16 budget under Partnership Capacity Building to account for the Community Leadership Coach's expanded role with regard to coaching and capacity building for Community Partnership members.

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Partnership Support	$3,946,000	$2,323,000	-0.4113

Program Summary

Note that this was included in the FY 14-15 budget under the Program name "LBD: Community Convenings."

This program is aligned with Strategy 1 of the Communities outcome area of the 2015-2020 Strategic Plan that calls to fund training and technical assistance (TA) to ensure that the existing 14 Best Start Community Partnerships become high-functioning, results focused and sustainable. Specifically, this strategy calls for a streamlined process to manage the logistical needs of the 13 Best Start Community Partnerships until an external organization is selected for each community.

Community Partnerships provide a platform that promotes community engagement, facilitates relationship building among diverse community members, promotes sharing of information and resources, strengthens capacity of community members and facilitates the development of actions that will make a difference in the lives of children and families. The infrastructure in each Best Start community is supported by First 5 LA staff who coordinate and manage logistical supports including transportation, interpretation and translation, child care, facilities, catering and audio visual services. These supports are designed to enable each Best Start community to convene and engage a diverse group of community residents, facilitate discussions and decision-making, strengthen relationships, support learning among members, and mobilize community members to work together to improve outcomes for young children in each Best Start community.

Staff is currently exploring ways to increase efficiency in how logistical supports are implemented within 13 BSCs (support for Metro LA will continue to be provided by Para Los Niños as reflected in the "Best Start Metro LA" program). Two options are being explored: 1) First 5 LA continues to provide direct logistical support to 13 BSCs; or 2) First 5 LA contracts with external entities to coordinate and manage logistical support for the 13 BSCs. Staff is considering the cost-benefit of each approach, within the parameters of the proposed FY 15-16 budget amount appropriated for logistical support.

As First 5 LA moves towards implementing a Long-Term Business Model to support Best Start Communities through the end of the 2015-2020 Strategic Plan, this short-term approach is anticipated to only be in place through FY 15-16. Beginning FY 16-17, it is anticipated that logistical support of the BSCs will be provided by external partner organizations through the establishment of First 5 LA's Long-Term Business Model to support the 14 Best Start communities.

Spending Plan and Funding Methodology

FY 15-16 budget estimates were developed based on the following methodology:

- One or more external agencies will be contracted to coordinate logistical support for 13 Community Partnerships (i.e., does not include Metro LA). Funding for Partnership Support was calculated based on average monthly aggregate costs across communities for (1) Partnership meetings (approx. 75 people), and (3) workgroup meetings (approx. 25 people).

1) 1 monthly Partnership meeting x $6,750/meeting x 12 months x 13 communities = $1,053,000
2) 3 monthly workgroup meetings x $2,500/meeting x 12 months x 13 communities = $1,170,000

- Translation of Materials = $100,000 per year for 13 Community Partnerships. Funding level is based on historical expenses for translation support required by the Partnerships.

It anticipated that each community (13) will have access to $178,692 for logistical support.

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

Costs for FY 15-16 reflect several key changes relative to FY 14-15, including:

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

a. VISTA program will discontinue
b. Facilitation expenses have been moved to the Partnership Capacity Building line item to reflect the new and expanded role of the Facilitator/Coach
c. The BSC Department anticipates that logistical support will be provided by external partners.
d. Smaller Resident Engagement activities are no longer reflected here and have been moved to the Resident Engagement line item.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Resident Engagement	$1,820,000	$3,180,000	0.7472

Program Summary

Note that this was included in the FY 14-15 budget under the Program name "LBD: Resident Engagement."

This program is aligned with Strategy 1 of the Communities outcome area of the 2015-2020 Strategic Plan that calls to fund training and technical assistance (TA) to ensure that the existing 14 Best Start Community Partnerships become high-functioning, results focused and sustainable. Specifically, this strategy calls for continuing a strategic partnership with South Bay Center for Community Development (SBCC) to implement Neighborhood Action Councils and resident Outreach Coordinators to work in coordination with the Best Start Community Partnerships within Best Start Communities.

A foundation for long-term community change includes a focus on strengthening relationships between residents at the neighborhood-level to inform and lead a common vision and results-focused agenda. Through a partnership with South Bay Center for Community Development, First 5 LA implements a two-pronged approach to increasing resident engagement in the 14 BSCs that extends beyond those currently engaged directly with Community Partnerships. Resources will be used to strengthen social connections among community residents and stakeholders by expanding neighborhood-level engagement that includes a more focused relationship with the Neighborhood Action Council (NACs) and other formal and informal local community organizations. Additionally, Resident Outreach Coordinators will continue focusing on reaching additional residents, beyond the Partnerships, and work with Community Partnership membership to increase their capacities to conduct outreach and engagement activities on their own.

Resident Engagement funds will support the following:

Resident Outreach Coordinators (ROCs): After the BSFF was approved in November 2013, First 5 LA partnered with South Bay Center for Community Development (SBCC) to conduct relationship-based resident outreach vis-à-vis Resident Outreach Coordinators (ROCs). During FY 15-16, ROCs will continue to conduct community outreach and engagement in the Best Start Communities. Additionally, ROCs will expand their role by building the capacities of Community Partnership members to conduct outreach and engagement activities. These trainings will increase the capacities of parents and residents to engage and outreach to other community members outside of the community engagement activities that is conducted by the ROCs. The BSC Department anticipates that funding for ROCS will decrease over time as community members increase their capacities to perform this role.

Neighborhood Action Councils (NACs): First 5 LA contracts with South Bay Center for Counseling to implement Relationship-Based Community Organizing as an approach to strengthening community through relationships and collective action, operating from an asset-based perspective of individuals and communities. This approach focuses on creating groups where community members can build relationships around shared values and then design and implement projects, programs and events to improve their lives and the life of the community. Funding for NACs is to build and strengthen resident relationships (with one another and other community partners), and resident leadership in planning and pursuing neighborhood-level change to improve the wellbeing of young children and their families.

While First 5 LA has previously supported NACs located throughout Los Angeles County, beginning in FY 15-16, funding will decrease to reflect support only for NACs that are located within the 14 Best Start communities.

Spending Plan and Funding Methodology

The FY 15-16 budget reflects a 12-month contract with South Bay Center for Community Development ($3,180,000) to continue implementing resident engagement through the Resident Outreach Coordinators (ROCs: $1,780,000), and Neighborhood Action Councils (NACs: $1,400,000). The budget projection for FY 15-16 is based on historical costs and reflects: 1) maintaining current level of ROCS in each BSC; 2) the provision of some capacity building assistance to Community Partnerships around relationship-based outreach per the FY 14-15 mid-year budget adjustments; and 3) reducing the total number of supported NACs to 70 to reflect funding for NACs located within the 14 BSCs.

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building Resident Outreach Coordinators: 18 ROCs x 14 BSCs = $1,780,000 Neighborhood Action Councils: 70 NACs @ $20,000 per NAC (estimated) = $1,400,000	2015-2020 Strategic Plan: Focusing for the Future

Change from Prior Year (if >+-20%)
The primary reason for the variance is because funding to support the NACs was previously reflected in the FY 14-15 Budget as a separate initiative, but has been folded into this initiative/program for FY 15-16. FY 14-15 support of $1.9 million for the NACs represented costs for NACs countywide, while FY 15-16 funding represents costs to support only the NACs within the 14 Best Start communities.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Results-Focused Actions	$1,824,000	$5,243,000	1.8744

Program Summary

This program is aligned with Strategy 1 of the Communities outcome area of the 2015-2020 Strategic Plan that calls to provide the seed funding for Community Partnerships to build social capital and promote civic engagement as well as Strategy 2 that calls to provide the seed funding for efforts to bring organizations and members of the larger community together to improve coordinated service delivery. Specifically, the strategies call for the issuing of RFP/Qs for Best Start Communities that have identified social capital, civic engagement, organizational capacity building, and community resource mobilization as "Learning By Doing" strategies and activities to achieve core results of the Building Stronger Families Framework. These strategies also call for determining options and selecting a process for funding Community Partnerships to build momentum around current "Learning By Doing" strategies/activities and implement additional strategies/activities.

Results-Focused Actions (RFAs) are designed to build community capacity as Community Partnerships implement actions to address core results. First 5 LA began funding RFAs during FY 14-15 as Community Partnerships developed strategies and activities through the Learning by Doing (LBD) process.

Funding beyond the RFAs will also be expensed by Community Partnerships to assess their achievement of desired results by supporting them in establishing and tracking performance measures related to their RFAs.

The results-focused actions that will continue in FY 15-16 will be based on the decisions that have been made throughout the LBD process. Funding for results-focused actions will be provided to organizations based on criteria established in conjunction with the Community Partnerships. Aligned with the BSFF theory of change, funding will be provided for activities that fall within the following categories:

1. Civic Engagement: Efforts that build public awareness and influence public policy (at the city and/or BSC community level) to achieve BSFF core results.

2. Social Capital: Efforts to build relationships and partnerships among families, organizations, networks, and other community stakeholders. This also includes identifying, supporting and developing leaders within the local community.

3. Organizational Capacity Development: Efforts that strengthen informal and formal community groups, organizations and collaboratives to carry out effective programs and improve overall functioning. This funding is intended to create change that is sustainable beyond First 5 LA funding.

4. Community Resource Mobilization: Efforts to mobilize, leverage, and connect local and external resources. This can include, but is not limited to, approaches such as matching and challenge grants, bridge funding through loans, and social enterprise investment.

Evaluation/Assessing Progress: (Previously included in the FY 2014-2015 budget under the Program Name: LBD: Assessing Progress)

The BSC Department will work with the 14 Community Partnerships to establish performance measures to track progress in achieving desired results for young children and their families. The performance measures will be defined and tracked as Community Partnerships begin to implement their Results-Focused Actions (RFAs) that were developed through the "Learning by Doing" (LBD) process. Each Community Partnership will work with an LBD contractor, who will focus on tracking the progress of their RFAs and report these findings to First 5 LA. Additionally, there is a need to do a cross-community assessment of performance measures and draw out lessons learned. Progress across the 14 Best Start Communities will be reviewed in order to make mid-course adjustments, as necessary. The Assessing Progress line-item specifically focuses on providing funding to the contractors for evaluating results-focused actions and to capture and track performance measures over the span of the Best Start investment.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Spending Plan and Funding Methodology

Based on initial 5-year projections, funding for RFAs is anticipated to be expensed based on the following annual appropriation:

• $350,000 for FY 15-16
• $400,000 for FY 16-17
• $450,000 for FY 17-18
• $400,000 for FY 18-19
• $350,000 for FY 19-20

Based on the above funding schedule, each Community Partnership is allocated $1,950,000 over a 5-year period. While the 5-year projections anticipate an average annual allocation for RFAs, Community Partnerships may draw down funding from the $1,950,000 total at different rates based on the scope and scale of RFA strategies (e.g., some Community Partnerships may request less than $350,000 for RFAs during FY 15-16, while others may request more). Any required funding adjustments required will be reflected in First 5 LA's annual mid-year budget adjustment.

While all communities will implement RFAs during FY 15-16, the extent to which communities will draw down funding is a function of when strategies are implemented. $350,000 is anticipated for each of the 14 Best Start communities which is in alignment with the annual costs projected in the 2015-2020 Strategic Plan. Resources include funding for implementation and evaluation of the RFAs.

Funding for FY 15-16 RFAs is calculated at $350,000 x 14 Best Start Communities = $4,900,000

Supporting evaluation demonstrates a commitment of First 5 LA to learning. Evaluation investments typically fall between 5-10% of program costs, depending on the size of the investment. The FY 14-15 allocation of 5% for assessing progress was in alignment with First 5 LA's annual percentage for Research & Evaluation expenditures. However, for FY 15-16, 7% is designated for RFA Evaluation/Assessing Progress which is the average amount spent to support program-level evaluation based on research conducted by staff. Costs for Assessing Progress are calculated as follows:

Results-Focused Actions = $4,900,000
Total Assessing Progress = $4,900,000 x 7% = $343,000

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

Funding for RFAs was decreased during FY 14-15 to $1,824,000 as part of the mid-year budget adjustment process. The delay in rolling out funding for the RFAs was due to the LBD process taking more time than initially planned. Funding for Assessing Progress/Evaluation was previously captured in a separate line item, but is being moved to the Results-Focused Actions line item for FY 15-16. Projected costs for Evaluation/Assessing Progress are higher than FY 14-15 due to the expectation that all 14 Community Partnerships will have begun implementing RFAs during FY 15-16.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Early Learning Advocacy Strategies	$535,000	$2,055,000	2.8411

Program Summary

First 5 LA has invested in key activities to support its work in Home Visiting (HV), Early Care and Education (ECE) and to develop/explore issues related to the 2015-2020 Strategic Plan. The work in this area includes policy technical assistance to support the HV and ECE coalitions in Sacramento, LA County Early Childhood Education Local Control Funding Formula Coalition, the LA County Home Visiting Consortium, establishment of ECE policy activities in LA County related to the 2015-2020 Strategic Plan and parent advocacy efforts in the county.

Spending Plan and Funding Methodology

The proposed FY 15-16 budget includes costs related to the following activities:

Early Childhood Education (ECE) and Home Visiting (HV) State Technical Assistance (TA) ($350,000) - Resources will support TA on ECE and HV policy issues, the coordination of two state level coalitions, technical assistance and participation in the LA County Local Control Funding Formula Coalition efforts and taking lead on the materials associated with those coalitions.

LA County Home Visiting Consortium ($45,000) - $25,000 will support continued facilitation for the consortium and $20,000 will support a retreat and conference/convenings of the consortium. The Consortium is focused on establishing the broad vision, policy agenda and data system necessary to advocate effectively for expanded public funding for home visiting in LA County and with state and federal policymakers.

Emerging Strategic Plan Focused Policy Opportunities ($375,000) - Resources will support targeted opportunities to explore potential partners, scan, survey or study a key objective in the new strategic plan and/or as a result of new policy environment, actions or circumstances/opportunities related to First 5 LA's strategic plan goals. For example, in FY 14-15, the need to conduct a time limited survey of LA County school districts use of Kindergarten Readiness Assessment tools was identified. This survey would better enable First 5 LA to understand the landscape, challenges and opportunities to better align its resources and plans for a larger effort related to the strategic plan. In addition, in FY 14-15, another emergent opportunity included the need to work with LA Care to conduct an internal gap analysis of their plan's use of developmental screening for children 0-5. This time limited study will further inform the longer term strategy related to a potential partnership with LA Care and First 5 LA to improve developmental screenings at a systems level, in alignment with the new strategic plan. This funding will enable the staff to support the thinking and learning related to policy, advocacy and systems change work integral throughout the strategic plan, recognizing that we will learn and identify new areas requiring further investigation as we develop and implement the plan, and as the policy environment shifts. This may also include opportunities to partner with government agencies, funders and other advocacy partners to develop ideas for implementation, for example a study of child care provider reimbursement rates to support advocates in better articulating and understanding proposed changes to rates as they occur during the state legislative and budget processes.

First 5 LA Early Learning Partnerships ($1,000,000) - Resources will support the identification and engagement of early learning advocacy partners in support of the new strategic plan early learning and development goals. This is estimated to cover 4 months of FY 15-16, with consideration for engagement in planning processes, time to develop a Request for Proposals (RFP) or solicitation, allow time for proposal development/planning and execution of contracts. This is based on an estimated $3 million per year investment in the areas of Local Control Funding Formula, Kindergarten Readiness Assessment, Quality Rating Improvement System and other early learning access issues including reimbursement rates and ensuring connections to infants and toddlers, including home visiting. Staff intends to engage other funders of early childhood advocacy efforts to align interest areas and leverage resources and support.

Parent Advocacy Partnerships ($250,000) - Resources will support the development of a parent advocacy strategy across the Strategic Plan goal areas.

First 5 Association Aligned Policy Activities ($35,000) - resources to work in collaboration with the First 5 Association on policy and advocacy activities that align with First 5 LA's strategic plan goal areas, policy work

Initiative	Investment Category.
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

related to Proposition 10 and sustainability/leveraging investments in oral health and other key areas.

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

There is a substantial increase in this program over FY 14-15 because the level of prioritization, activity and opportunities in policy have dramatically increased over the past year, as reflected in the 2015-2020 Strategic Plan. Due to work done in FY 13-14 and FY 14-15, the staff was able to lay a strong foundation for advocacy efforts in the key areas of home visiting and early education. This work has allowed First 5 LA to establish key partnerships and coalitions in LA County and at the state levels that have already initiated key activities to educate, collaborate and expand the advocacy for young children'needs in early childhood years, focused on the areas related to the Strategic Plan.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Federal Policy and Sustainability Advocate	$127,000	$127,000	0.0000

Program Summary

The federal advocate supports First 5 LA priority policy and sustainability issues, aligned with First 5 LA's strategic plan, in the federal policy arena. The advocate will employ a variety of strategies and activities to support First 5 LA's advocacy priorities, such as: 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

The main cost component for this contract is personnel; travel is also a key cost for contractors that often have to travel to meetings and hearings in DC and to LA to attend and present at First 5 LA Commission meetings.

The retainer-based contract estimates a cost of $10,000 per month. This covers the staff time spent on issues outlined in their Scope of Work. Staff negotiates this monthly rate based on the amount of time the consultant team has spent working on average per month. The first contract year was based on an hourly basis and allowed First 5 LA to establish a working knowledge of time spent on the contract. The contractors continue to track hours spent, in the case the organization needs to renegotiate their rate or add funds for additional work requested, beyond the reasonably expected fluctuation in hours between months.

Travel costs (not included in the retainer) of $7,000 are estimated to include 3-4 trips between DC and LA for up to 2 staff people each trip.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Opinion Research	$75,000	$75,000	0.0000

Program Summary

To determine the broad support of the public on issues related to 0-5, First 5 LA will seek to initiate public opinion research. The research will gauge public support on a variety of policy issues related to the 0-5 population. It may also test key messages and arguments that generate high public approval, such as which positive outcomes the public most favors as a rationale for public investments in Early Care and Education (ECE) or Home Visitation (HV). Using these data, First 5 LA can communicate with elected officials, candidates running for office, and the general public – all towards building support for public investments for the 0-5 population. Internally, data can inform and advance our policy agenda; shape our programmatic work, such as aligning our public education campaign to messages that resonate; and complement existing First 5 LA investments.

Spending Plan and Funding Methodology

The FY 15-16 budget amount was estimated based on costs related to focus groups and an opinion survey.

The cost of focus groups range from $15,000 to $30,000, depending on length of time and languages spoken. First 5 LA is considering conducting focus group(s) in a language other than English to discern differences in how diverse residents think about the 0-5 landscape and about the messaging that resonate with them.

The total survey cost will vary (typically anywhere from $75,000 to $100,000), depending on the number of issues and languages that are included. The FY 15-16 budget estimate includes a portion of funding that First 5 LA would contribute to a larger effort, in partnership with other agencies and funders.

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

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Policy Briefs	$50,000	$100,000	1.0000

Program Summary

Policy briefs support a variety of purposes for the agency. First 5 LA may choose to develop briefs in the key priority areas of early childhood education or home visiting, or develop a brief in response to a policy opportunity. This line item allows for the agency to take advantage of the emerging policy landscape and remain flexible based on business needs and organizational capacities.

Spending Plan and Funding Methodology

This amount supports the development of 1-3 policy brief documents to advance First 5 LA's priority policy and sustainability goals. A modest policy brief can cost between $20,000-30,000. A formal brief with more intensive research and dissemination plan can cost up to $100,000 or more. This amount provides flexibility to respond to emerging needs and develop materials that advance First 5 LA's policy goals.

During the mid-year adjustment for FY 14-15, the amount for this line item was lowered due to staff capacity limitations to execute this work. The FY 15-16 amount returns to the original level for consideration, with additional internal capacity planned to effectively manage this work.

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

During the mid-year adjustment for FY 14-15, the amount for this line item was lowered due to staff capacity limitations to execute this work. The FY 15-16 amount returns to the original level for consideration, with additional internal capacity planned to effectively manage this work.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
State Policy and Sustainability Advocate	$308,000	$440,000	0.4285

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, such as: 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

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 15-16 is based on $26,000 per month. Staff negotiates this monthly rate based on the amount of time the consultant team has spent working on average per month. The first contract year was based on an hourly basis and allowed First 5 LA to establish a working knowledge of time spent on the contract. The 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. This is an amount based on the experience of this past year and reflective of new goal areas in the 2015-2020 Strategic Plan. The retainer in FY 14-15 was estimated at $20,000 per month. An increase of 40 hours per month ($6,000) is proposed to address additional areas of attention in the Strategic Plan related to developmental screening and increased interest in developing ideas around potential revenue opportunities and activity related to tobacco tax regulation/legislation that may impact First 5 LA.

Travel costs of $8,000 are based on the need for the team members to regularly attend First 5 LA Commission meetings about 2-3 times per year, in addition to approximately 3-5 trips for meetings with key stakeholders and coalitions. Each trip costs approximately $500 per person. This allows for 6-12 trips for one or more team members through the year.

In addition, resources are needed to support the engagement of a Title 19 (Medi-Cal) expert for work on sustainability issues for several major health investments including the LA Care proposal development project, Welcome Baby, developmental screening, oral health and vision. We will also 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. This amount has been increased to $120,000 (from the prior year budget of $60,000) based on prior experience and increased areas of focus and utilization for this contractor, in the areas noted above.

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

The budget for the state advocate has been increased to account for additional areas of focus related to the new strategic plan, and increased areas of opportunity related to Welcome Baby, LA Care, identifying federal and state funding/grant opportunities etc. To account for this, the retainer was increased from $20,000 to $26,000 per month for California Strategies and from $5,000 to $10,000 per month for Health Management Associates, the Title 19 sub-contractor. The Title 19 sub-contractor was increased to also reflect the increased opportunities around health administrative policy related to Welcome Baby, LA Care and other investments and priorities in health.

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

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Communications & Marketing	$2,559,000	$4,672,000	0.8257

Program Summary

First 5 LA's 2015-2020 Strategic Plan places an important emphasis on policy and systems change across the goal areas of Families, Communities, Early Care and Education and Health-systems. During FY 15-16, the Communications and Marketing department will work collaborative across the organization to develop and execute communications strategies that advance the new plan's outcomes and priority focus areas. With the Strategic Plan's shift in emphasis, the department will work to leverage opportunities that demonstrate the impact our investments are having and to illustrate what policy and systems change can mean for children prenatal to age 5 and their families. The department will do this through the implementation of public education, social marketing and strategic communications efforts. The staff will continue to support the work of other departments by providing in-house marketing and communications counsel to develop, enhance or promote First 5 LA's programmatic efforts.

The proposed budget request includes funds for ongoing public education and social marketing efforts, strategic communications, public relations, maintenance of the First 5 LA website, community event participation and sponsorships, the development and distribution of promotional and collateral materials, and the ongoing development of messages and the training for staff and First 5 LA representatives on their use – all in service of a more effective implementation of our Strategic Plan outcomes for young children and families.

Spending Plan and Funding Methodology

During FY 15-16, the proposed budget includes funds for ongoing public education and social marketing efforts, strategic communications, public relations, maintenance of the First 5 LA website, community event participation and sponsorships, the development and distribution of promotional and collateral materials, and the ongoing development of messages and the training for staff and First 5 LA representatives on their use.

The methodology used to develop this budget is based upon analysis of several years of marketing and communications work associated with First 5 LA. This includes costs associated with utilization of a communications firm to support these efforts; fees to freelance vendors and consultants to support staff in implementation; solicitations and invoices from vendors to print materials such as Family Guides, posters and brochures; solicitations and invoices from vendors to produce promotional materials such as grocery bags, branded educational toys and other items; and costs associated with the development, implementation and evaluation of previous media buys.

For budgeting purposes, costs are estimated for the following (estimates are for planning purposes only and do not reflect proposals or deliverables):

$3,310,000 for marketing and communications agency support (includes strategic planning, message development/training, public relations, creative, editorial, research and evaluation, advertising and sponsorship costs). This includes $1 million to support a public education campaign (research, creative development, media buy, evaluation) to support the development of the Protective Factors in parents;
$300,000 for a pilot public education campaign to increase parental awareness and action around supporting brain development in young children;
$450,000 for a pilot program to increase utilization of the Welcome Baby program by supporting the marketing efforts of Welcome Baby hospitals and supporting clinics;
$300,000 for promotional and collateral materials; and
$312,000 for freelance editorial, translation, video production, website updates and other support services.

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

With the shift in focus for the organization towards increased policy and system change work, an increased communications and marketing budget is needed to highlight the impact these changes can have on children prenatal to 5 and their families. The budget increase this year are due to the following new efforts:

• A public education campaign designed to increase parental awareness of the importance of developing the Protective Factors in families;

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

• A pilot public education campaign to increase parental understanding and activities around a child’s brain development;
• A pilot public awareness campaign, working in partnership with Welcome Baby hospitals and participating clinics, to increase utilization of the Welcome Baby program; and
• Increased amounts to support press relations and community outreach, with resources for necessary freelance staff support and collateral material.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Communications - Conference Funding	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Conference Funding	$218,000	$200,000	-0.0825

Program Summary

First 5 LA's goal for funding conferences and events is to support knowledge-sharing activities that advance the field of early childhood development through:

- Increasing community and/or professional capacity
- Disseminating best and promising practices
- Sharing new research findings

First 5 LA's Conference Sponsorship policy provides for two cycles of funding during the year and an efficient, transparent and objective evaluation process for applications. The total budget amount approved for the fiscal year must fund conferences and events that align to the 2015-2020 Strategic Plan. Specifically, the plan approved the following four priority outcomes to guide the Commission’s investments and efforts, and conferences/events supported by the Commission must relate to one or more of these outcome areas:

1. FAMILIES: Increased family Protective Factors
   -- Work with parents and caregivers so that they have the skills, knowledge and access to resources they need to support their child’s development.

2. COMMUNITIES: Increased community capacity to support and promote the safety, healthy development, and well -being of children prenatal to age 5 and their families
   -- Support a community’s ability to foster safe, healthy, engaged neighborhoods that help children and their families thrive.

3. EARLY CARE AND EDUCATION (ECE) SYSTEMS: Increased access to high-quality early care and education
   -- Increase access to affordable, quality child care and preschool.

4. HEALTH-RELATED SYSTEMS: Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children prenatal to age 5 and their families
   -- Improve how health-related systems coordinate and deliver care to young children and their families in L.A. County.

Funds will not be provided to support the following: annual meetings, fundraising events, or conferences/events that promote religious doctrine or political campaigns. All proposed conferences/events must be held in Los Angeles County and serve a countywide population or be in a geographic jurisdiction (e.g., Sacramento) that could impact policies and/or resources affecting L.A. County children ages prenatal to 5.

Applicants may apply for a maximum of $15,000 or 50 percent of the total conference/event budget, whichever is lower. First 5 LA may not be the sole financial supporter of a conference/event being applied for and “in-kind” contributions by the organizer may not exceed more than 25 percent of the conference/event budget.

Spending Plan and Funding Methodology

The submission and review of applications, and the awarding of grants, will continue with the same process and based on the same funding parameters as in FY 14-15. The timeline for the application process is the following, with each grant period awarding up to $100,000:

- April 2015: Open application submission period to fund conferences/events for the period of July 1 – December 31, 2015
- October 2015: Open application submission period to fund conferences/events for the period of January 1, 2016 – June 30, 2016

If there are insufficient applications to fulfill $100,000 in awards during the first application period, the remaining dollars will roll over to the second applications period.

INVESTMENT CATEGORY:

2015-2020 Strategic Plan: Focusing for the Future

Existing Investments

Potentially Aligned to the Strategic Plan

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Healthy Kids	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Healthy Kids Insurance Coverage	$600,000	$250,000	-0.5833

Program Summary

Healthy Kids, administered by LA Care Health Plan, offers low-cost health coverage for children from birth to age 5 who don't qualify for Medi-Cal or Covered California, but meet other eligibility and income requirements. Funds will be utilized for supporting major components of the contract include:

1) a comprehensive benefits package comprised of medical, mental health, dental and vision care;
2) ensuring the Provider Network Principles (i.e., quality assurance standards)
3) administering the eligibility determination process; and
4) developing enrollment and membership materials in coordination with First 5 LA.

This contract is scheduled to expire on June 30, 2015 and was assessed as part of the Expiring Initiatives process, which recommended a 6-month contract extension to close-out the program and connect current children enrolled in Healthy Kids to the County's MyHealthLA (MHLA) program or to another insurance coverage option. The anticipated cost of continuing coverage of the current number of enrolled children (~249) for the period of July to December 2015 is up to $250,000. Beyond the $250,000, there are additional unspent funds ($9.2 million) from the original $12 million advance to LA Care in 2012. First 5 LA and LA Care are looking at opportunities to repurpose those funds to support the 2015-2020 Strategic Plan, specifically to focus on strengthening systems coordination and integration to reduce barriers to access (e.g. developmental screening, oral health).

Spending Plan and Funding Methodology

The funding methodology is as follows:

$117 pmpm x 6 months = $702 to cover one child for the 6-month period

Estimated number of children to be served = 249

249 children x $702 = $174,798

An additional $75,202 was added to cover costs related to any new enrollees joining the program during the 6-month timeframe that are not accounted for in the current 249 estimated number of children served, bringing the total budget to $250,000 for the 6-month period.

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

This contract is scheduled to expire on June 30, 2015 and was assessed as part of the Expiring Initiatives process, which recommended a 6-month contract extension to close-out the program and connect current children enrolled in Healthy Kids to the County's MyHealthLA (MHLA) program or to another insurance coverage option. The limited time frame and reduced number of children enrolled relative to previous years account for the variance from FY 14-15.

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Healthy Kids	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Healthy Kids Outreach, Enrollment, Retention, and Utilization	$4,692,000	$2,000,000	-0.5737

Program Summary

Healthy Kids Outreach, Enrollment, Retention and Utilization support is overseen by the Department of Public Health (DPH), which then subcontracts with a network of 19 community-based organizations. DPH's goal is to ensure universal coverage for kids 0-5. In addition to Healthy Kids, DPH also enrolls children in Medi-Cal and other plans for which they may be eligible. Once a family is enrolled, DPH works closely with them to help maintain insurance coverage and also offers support in selecting a provider and scheduling and attending preventive medical and dental visits to ensure the health coverage is being used appropriately.

This contract is scheduled to expire on June 30, 2015 and was assessed as part of the Expiring Initiatives process, which recommended a 6-month contract extension to align with the 6-month LA Care Healthy Kids contract extension. DPH and its subcontractors play an important role in supporting Healthy Kids insurance program transition, which includes assisting in connecting the current Healthy Kids enrollees to the county's MyHealthLA program or to another insurance coverage option. In addition, DPH and its subcontractors will be focused on identifying sustainability opportunities for the outreach, enrollment, retention and utilization work.

Spending Plan and Funding Methodology

As part of the Expiring Initiatives process, it was determined that approximately $2 million will be needed to cover the cost of extending the contract with DPH through December 2015.

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

This contract is scheduled to expire on June 30, 2015 and was assessed as part of the Expiring Initiatives process, which recommended a 6-month contract extension to align with the 6-month LA Care Healthy Kids contract extension. This limited time frame relative to previous years accounts for the variance from FY 14-15.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Information Resource and Referral	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
211 LA County	$1,340,000	$1,340,000	0.0000

Program Summary

The Information and Referral Federation of Los Angeles County, Inc. (dba 211 LA County) is a comprehensive information and referral center. 211 LA County provides services to more than 600,000 clients each year and covers the following components:

1. Efficient and timely response to pregnant women and parents/primary caregivers of children 0-5 (Goal of 84,000 Target Population Callers);
2. Community Resource Advisors (CRAs) provide accurate and knowledgeable information to the Target Population; and
3. Face-to-face comprehensive information and referral is provided at the Los Angeles Family Court location (Goal of 900 parent consultations).

Through 211's comprehensive database, the information available and referrals given covers a broad range of issues pertinent to the 0-5 population such as health insurance, child care, health care providers, and parenting support.

Spending Plan and Funding Methodology

Through the Expiring Initiatives process, it was recommended that the program be extended for one year (through June 2016) at the current level. Based on this, the FY 15-16 budget of $1,340,000 is consistent with the previous year.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Information Resource and Referral	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Performance Based Agreement (Consulting)	$20,000	$20,000	0.0000

Program Summary

Altmayer Consulting previously provided technical assistance and support to 211 LA County's Information and Referral Services project, including contract monitoring and assessment of performance. Because the contract with 211 LA County was recommended for a 1-year extension through the Expiring Initiatives process, it is recommended that funds for technical assistance be provided in the FY 15-16 budget as well to support this extension if needed.

Spending Plan and Funding Methodology

Because the contract with 211 LA County was recommended for a 1-year extension through the Expiring Initiatives process, it is recommended that funds for technical assistance be provided in the FY 15-16 budget as well to support this extension if needed. The methodology for the budget amount is as follows:

130 consultant hours @ $150/hour = $19,500
Direct Supplies = $260
Total for FY 15-16 = approximately $20,000

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

INVESTMENT CATEGORY:

Legacy Investments

Initiative	Investment Category.
At-Risk Fathers Investment	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
At-Risk Fathers Investment	$2,000	$150,000	74.0000

Program Summary

At the November 2013 Commission Meeting, the Board approved a motion to allocate $600,000 for a two-year effort to support at-risk fathers of children ages zero to five. Planning for the At-Risk Fathers Investment include the Birth Outcomes Exploratory Study, consultant report, Request for Information (RFI), focus group, and internal committee work to align with the 2015-2020 Strategic Plan. The RFI was released in March 2015 to canvass existing fatherhood efforts and identify opportunities to enrich these efforts in L.A. County. In particular, input on supporting fathers that have been foster youth or placed on probation to complete school, get a job, and become involved parents and partners will be sought, consistent with the Board motion.

Spending Plan and Funding Methodology

The planning phase for the At-Risk Fathers Investment is expected to conclude in June 2015. The appropriate procurement method is anticipated to be issued in October 2015 with contracts executed in February 2016. With $600,000 allocated for this two-year effort, we anticipate spending approximately $150,000 in FY 15-16.

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

The $2,000 budget in FY 14-15 reflects only costs related to the consultant report, one of the inputs to inform future fatherhood work. The FY 15-16 budget amount reflects contracting costs for the work expected to begin in 2016.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Baby Friendly Hospitals	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Baby Friendly Hospital Project - Cycle 3	$1,204,000	$645,000	-0.4642

Program Summary

$10.5 million was approved by the Commission in March 2009 to support the Baby Friendly Hospital Initiative. The initiative aims to achieve International Baby Friendly designation, which indicates that the hospital has met key criteria related to the support of breastfeeding. Birthing hospitals aim to enhance and support a continuum of care to improve initiation and duration of breastfeeding by improving breastfeeding policies and procedures. All Cycle 3 grants are scheduled to end by June 30, 2016.

Spending Plan and Funding Methodology

Three hospitals will be funded as part of Cycle 3 of the Baby Friendly Hospital Project in FY 15-16. FY 15-16 funding reflects the estimated remaining amount for each hospital from their original award by the end of FY 14-15. The majority of the FY 15-16 budget will be spent on personnel, staff training and Baby Friendly USA associated fees.

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

In FY 14-15, five hospitals were included within Cycle 3, two of which will complete their projects by the end of the fiscal year. In FY 15-16, the remaining three hospitals will be working towards Baby Friendly designation.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Baby Friendly Hospitals	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Baby Friendly Hospital Project - Cycle 4		$600,000	0.0000

Program Summary

$10.5 million was approved by the Commission in March 2009 to support the Baby Friendly Hospital Initiative. The initiative aims to achieve International Baby Friendly designation, which indicates that the hospital has met key criteria related to the support of breastfeeding. Birthing hospitals aim to enhance and support a continuum of care to improve initiation and duration of breastfeeding by improving breastfeeding policies and procedures. Cycle 4 grants are expected to end no later than FY 17-18.

Note that the Cycle 4 grants do not reflect the allocation of new resources, but will be drawing down from the remaining amount originally approved by the Commission for this initiative. Cycle 4 hospitals will align with the Welcome Baby program and will support the goals outlined in the 2015-2020 Strategic Plan.

Spending Plan and Funding Methodology

Three hospitals will be funded as part of Cycle 4 of the Baby Friendly Hospital Project in FY 15-16. The proposed funding amount reflects the average cost of implementation for Baby Friendly Hospitals in previous cycles. The majority of the budget will be spent on personnel, limited staff training and supplies.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Black Infant Health	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Birth Outcomes and Disparities – Policy and Systems Change	$500,000	$500,000	0.0000

Program Summary

This project was established via board motion and approval in November 2013. The intent of the motion was to provide funding to support advocacy to address the disparity in positive birth outcomes for African American families. Although the motion did not specify the time period over which the $500,000 should be spent, the entire amount could be spent in FY 15-16.

First 5 LA staff has established an interdepartmental workgroup to review research and propose strategies to implement this project. Policy staff will engage the interdepartmental workgroups to develop the initiative, including identifying alignment points with the 2015-2020 Strategic Plan. This may include opportunities to engage in policy and systems change work relevant to the strategic plan areas in Families, Communities and Health in particular.

Spending Plan and Funding Methodology

This amount is based on the motion from the November 2013 Commission meeting establishing this project. This program was not yet developed/executed in FY 14-15 due to limited staff capacity.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Black Infant Health	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Black Infant Health Program	$1,452,000	$1,455,000	0.0020

Program Summary

The Black Infant Health (BIH) Program is a state program of the California Department of Public Health to address the large and persistent disparities in maternal and infant health that affect the African American community. Programs are at local health jurisdictions where more than three quarters of African-American births occur in California. First 5 LA has been supporting three BIH Programs in Los Angeles County since 2009: Los Angeles County Department of Public Health (LAC DPH), the City of Pasadena, and the City of Long Beach. In November 2013, the Commission approved an allocation of $7,262,415 to the BIH Program for five years beginning in FY 14-15.

The goal of the BIH Program is to improve the health of African American mothers and infants in California and decrease Black:White health disparities by empowering pregnant and parenting women to make healthier choices for themselves and their children. The City of Pasadena and the City of Long Beach are implementing the new model of the state BIH Program which includes a group-based approach (10 prenatal sessions and 10 postpartum sessions) with complementary client-centered case management to help women develop life skills, learn strategies for reducing stress, and build social support through a life-course perspective. Eligible clients for the new model include pregnant or parenting (up to 3 months postpartum) African American women who are 18 years of age or older. LAC DPH subcontracts with five community-based organizations to implement the old model of the state BIH program, which includes prenatal care outreach (home visits, referrals to family supportive services, health education, and cultural activities) and voluntary social support and empowerment group intervention (eight sessions). Eligible clients for the old model include pregnant or parenting African American women of children 15 months old or younger. LAC DPH will be transitioning to the new model of the state BIH Program in FY 16-17.

Spending Plan and Funding Methodology

First 5 LA is one of multiple funding streams needed to run the BIH Program. The BIH Program is supported by Title V State General Funds (reinstated in FY 14-15), Title XIX matching funds, and First 5 LA funds. The First 5 LA funding level for BIH was determined based on negotiations and estimates provided by each BIH grantee as follows:

1. The City of Long Beach is implementing the new model of the state BIH model. Major costs include supporting core staff to implement the program to fidelity: BIH coordinator, family health advocates (case managers), group facilitator, and mental health professional (social worker). Along with other program costs, funds are needed to recruit and enroll eligible clients into the program which uses a group-based approach with complementary client-centered case management to help women develop life skills, learn strategies for reducing stress, and build social support. The estimated budget for the City of Long Beach is $217,000.

2. The City of Pasadena will also be implementing the new model of the state BIH model as mentioned above for the City of Long Beach. The estimated budget for the City of Pasadena is also $217,000.

3. The Los Angeles County Department of Public Health (LAC DPH) is implementing the old model of the state BIH model. Major costs include subcontracting with five community-based organizations to implement the program. Funds are needed to conduct outreach and enroll eligible clients into the program which includes prenatal care outreach (home visits, referrals to family supportive services, health education, and cultural activities) and social support and empowerment group intervention. The estimated budget for LAC DPH is $1,021,000.

The total FY 15-16 funding level requested for BIH is estimated to be approximately $1,455,000.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Children's Dental Care	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Children's Dental Care Program	$8,451,000	$9,260,000	0.0957

Program Summary

The Children's Dental Care Program (CDCP) funds three Strategic Partnerships with the University of California Los Angeles (UCLA), University of Southern California (USC) and Western University (additional programmatic detail for each is provided below), with a total allocation of $38 million across 5 years. FY 14-15 was the second year of the project, with the majority of the activities related to direct services as well as planning and setting up the infrastructure. FY 15-16 will focus on providing direct oral health services to children ages 0-5, parent education and provider training. The program also requires collaboration across the three schools. FY 15-16 will continue these collaboration activities through quarterly meetings focused on program evaluation and sustainability.

In addition, by the end of the 5-year contract period, CDCP aims to:
1) Increase knowledge and behavior change among parents and primary caregivers;
2) Increase knowledge and behavior change among community organizations;
3) Increase knowledge, skill level and practice change among dental providers;
4) Increase access to quality preventive and treatment services provided to children ages 0-5; and
5) Improve organizational/delivery systems.

UCLA: expands the 21st Century Dental Home Project model to 10 community clinics to serve as quality dental homes for children 0-5 and pregnant women. The program will provide preventative and treatment services at the clinics, conduct clinical and ECE provider training, and support capital improvements for the UCLA -Venice Family Clinic Mar Vista to provide services and serve as a service-learning site.

USC: expands access to oral health services in LA County, by providing preventative dental care to children from birth through age five, with a referral to a dental home. The project utilizes a case management model that consists of interns from the USC School of Social Work, an oral health promotora and a Benefits Enrollment Specialist to address access to oral health care for underserved children.

Western: provides preventative and treatment dental services for children ages 0-5 in school-based settings. In addition, dental students will be exposed to pediatric populations in non-traditional settings providing necessary preventative and comprehensive services.

Spending Plan and Funding Methodology

Main activities during this period will include providing direct services to children, provider training and technical assistance, capital costs for office and dental space and other infrastructure needed to provide direct services. It is expected that in FY 15-16, the majority of the costs will be associated with program implementation (personnel, dental equipment/supplies, training and contracted services).

The funding level for the year was estimated based on cost projections submitted by each of the universities as well as historical data for actual expenditures for the year. The estimated budgets are based on actual costs to provide services which include staff, supplies, dental equipment, training, etc. In addition, the projected budget assumes that all programs will be operating at full capacity and there are no-delays in programming/operating. Estimates are as follows:

UCLA: $3,400,000
USC: $4,394,000
Western: $1,466,000

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Children's Vision Care	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Children's Vision Care	$1,342,000	$1,395,000	0.0394

Program Summary

The Children’s Vision Care Program aims to improve the vision and school readiness of preschool children. Services include vision screening and eye examinations at preschool, community events, and youth service organizations. Children receive free prescription eyeglasses if needed. The program started in FY 12-13 with University of California Los Angeles (UCLA) serving as the sole grantee. The program was expanded in FY 13-14 to fund two additional grantees, Vision to Learn and Junior Blind of America. A total of $5.6 million has been allocated to the Children's Vision Care Program.

Spending Plan and Funding Methodology

The requested funding level was determined based on a cost-per-child, which varies by grantee. Each project provides a varying degree of vision services which affects the total cost per child. The following highlights each project’s cost-per-child and what contributes to that cost.

1. UCLA provides vision care services to preschool children that include vision screenings at preschool sites, eye examinations on the UCLA Mobile Eye Clinic, referrals to specialists, and prescription eyeglasses if needed. The project anticipates to screen 21,800 children at $45.40/child for a total estimate of $989,720, rounded up to $990,000.

2. Vision to Learn (VTL) provides vision care services to children ages 2-5 that include vision screenings, eye examinations on the Vision to Learn mobile eye clinic, referrals to specialists, and prescription eyeglasses if needed. For the initial vision screening, VTL provides vision screenings for children at youth service organizations, parochial schools, and community events. VTL subcontracts with LAUSD to perform vision screenings for children in preschool and transitional kindergarten. The project anticipates to screen 6,600 children at $45.40/child for a total estimate of $299,640, rounded up to $300,000.

3. Junior Blind of America (JBA) provides vision care services to children ages 2-5 that include vision screenings at preschools and health fairs, eye examinations, referrals to specialists, and prescription eyeglasses/patching if needed. JBA subcontracts for eye examinations. The project anticipates to screen 3,075 children at $34/child for a total estimate of $104,550, rounded up to $105,000. JBA's rate/child is less than VTL and UCLA because the eye exam is sub-contracted to another entity.

The total FY 15-16 funding level requested for Children's Vision Care is estimated to be approximately $1,395,000.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Early Identification and Intervention - Autism and Other Developmental Delays	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Early Identification and Intervention - Autism and Other Developmental Delays	$854,000	$818,000	-0.0421

Program Summary

The overall goal of this investment is to address systemic barriers and reduce disparities in screening and care faced by young children with Autism Spectrum Disorders and other developmental delays and their families from culturally and linguistically diverse and underserved communities with limited access to services.

In September 2011, First 5 LA approved a $900,000 allocation to focus on the early identification of Autism and other developmental delays to increase the number of children from underserved communities that are screened, receive referrals to early intervention services, if needed, and are integrated into Los Angeles County's various systems of care. In May 2013, First 5 LA approved an additional $1.6 million, bringing the total allocation to $2.5 million for a three-year poject.

This investment supports: 1) developing and implementing six pilot projects with culturally and linguistically competent community-based providers to address systemic barriers and reduce racial/ethnic disparities in developmental screening and access to early intervention services faced by underserved children; and 2) raising the competencies of the six community-based providers capacities to conduct developmental screenings, identify developmental delays, and refer identified children and families to appropriate early intervention services.

The program costs include seven (7) contracts: one Training and Technical Assistance (TA) Provider and six community-based organizations to implement this program. The majority of contract/grant expenses include: personnel costs, screening materials, outreach, and training.

The Training and TA Provider and the six community-based organizations will enable developmental screenings for infants and toddlers to be initiated and/or continued in underserved communities; conduct outreach to parents and families; create support and educate parents and families; provide referrals, guidance, and follow up for intervention services; and work with the selected TA Provider to build their capacities.

With this investment, all six community-based organizations will serve the Best Start Communities.

The Training and TA Provider will also support the selected six community-based organizations by developing guidelines for screening tools adherence, scoring completed screening tools, discussing screening results with parents, making appropriate referrals for early intervention services, and follow-up on referred services.

While this program will serve as a strong information base for Strategy 1 of the health related outcome in the 2015-2020 Strategic Plan, this project will not be adjusted to further align with the Strategic Plan during the three years of implementation.

Spending Plan and Funding Methodology

FY 15-16 funding reflects the second full year of operation of the three-year project for the program involving all seven contractors (1 TA provider and 6 CBOs). FY 14-15 was the first full year of operation. The FY 15-16 budget is based on current contract amounts and pre-negotiation of anticipated contract renewal amounts.

MAJOR COSTS AND ACTIVITIES SUPPORTED
Personnel costs, screening material, outreach, and training comprise the major expenses for the second full year of operation for the project.

Major FY 15-16 activities to be conducted by the Training and TA Provider include assisting six community-based agencies to:
- Conduct developmental screenings effectively;
- Score questionnaires, interpret results, and identify developmental risk factors;
- Understand the referral process for diagnosing screened children, and providing parents with follow-up to make

Initiative	Investment Category.
Early Identification and Intervention - Autism and Other Developmental Delays	Legacy Investments

sure the referral was completed;
• Understand parents' role in the screening process and discussing screening results sensitively with families; and
• Identify existing resources to support implementation of a developmental screenings program.

To support the effort at the initiative level, the Training and TA Provider will also:
• Assist selected community-based agencies in identifying and overcoming systemic challenges for families to receive early intervention services;
• Assist selected community-based agencies in identifying and following through with leveraging opportunities beyond First 5 LA funding; and
• Lead the Developmental Screening Task Force to inform the program and provide a platform for sharing common challenges/issues, lessons learned, and promote systemic changes.

Major FY 15-16 activities for each of the community-based agencies to conduct include:
• Initiating and/or continuing developmental screening for infants and toddlers;
• Conducting outreach to, and education for parents and families to promote awareness of autism and other developmental delays;
• Providing and documenting referrals, guidance, and follow up on finding resources for intervention services and treatment related to autism and other developmental delays; and
• Building the community-based agencies' capacity to conduct developmental screenings, identify developmental delays, provide referrals and follow-up to early intervention services programs, and explore strategies to leverage fiscal and non-fiscal resources to support the program beyond First 5 LA funding through the support of the Training and Technical Assistance provider.

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

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
ECE Environmental Scan	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
ECE Environmental Scan	$211,000	$80,000	-0.6208

Program Summary

The Early Care and Education (ECE) Environmental Scan is intended to provide a comprehensive picture of ECE-related issues and activities in Los Angeles County for the purpose of informing First 5 LA's consideration of its strategies, investments and partnerships in ECE services, workforce, and quality improvement. The project involves a review of the continuum of early learning services for children birth to age 5, and will identify current service levels, service types, populations served, and funding sources, as well as the gaps in these areas. The initial project approval included $80,000 for the contractor to commission up to three white papers to augment the ECE Environmental Scan findings. Due to the timeline, First 5 LA staff and the contractor mutually agreed that the white papers would not be pursued. A portion of the remaining $80,000 may potentially be used for communication and dissemination activities related to the scan and the reports associated with the project.

The findings from the reports guided the work of the 2015-2020 Strategic Plan ECE strategic workgroup. The ECE Scan informed First 5 LA regarding its potential future roles and strategies during the strategic planning process. The reports from the project provide evidence for the activities identified in the new Strategic Plan. Proposed dissemination and communication activities will advance the advocacy efforts described in the ECE strategy.

The three reports associated with the scan are the following:
• Report 1: "The Early Care and Education Landscape in Los Angeles County: Access, Workforce, and Quality"
• Report 2: "Past Roles and Strategies of First 5 LA and Other Funders"
• Report 3: "Opportunities and Considerations for Addressing ECE Gaps in Los Angeles County"

Spending Plan and Funding Methodology

The FY 15-16 funding level represents the estimated remaining amount from the cost articulated in the original project approval of $581,600. While these funds were budgeted in FY 14-15, they were not utilized during the year and may potentially be used for communications and dissemination activities related to the ECE scan in FY 15-16.

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

The FY 14-15 budget was adjusted upward at mid-year to account for several deliverables outstanding from FY 13-14 that were anticipated to be completed in FY 14-15. The $80,000 originally budgeted in FY 14-15 was related to the whitepapers that were ultimately not pursued during the fiscal year. This amount is instead being carried forward for FY 15-16 for communications and dissemination activities related to the ECE scan findings and related reports that can support the ECE work of the 2015-2020 Strategic Plan.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Healthy Food Access	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Children's Garden Collaborative	$1,364,000	$1,389,000	0.0183

Program Summary

The goals of the Children's Garden Collaborative are broadly aligned with the 2015-2020 Strategic Plan Communities Focus Area 3: Communities have physical places and spaces that promote healthy living and encourage interaction. This is a Commission-allocated investment and will end consistent with the Governance Guidelines in FY 16-17.

The purpose of the Children's Garden Collaborative is to design and construct 8 community gardens, with a minimum of 1 garden per Supervisorial District by FY 16-17. The 8 gardens will provide families with children prenatal to 5 with space to grow fresh fruits and vegetables. Garden members also receive gardening and nutrition classes supported by leveraged funds. Each garden will have a network of support to rely on for sustainability purposes that includes community members and local stakeholders, including elected officials. This is the 4th year of a 5-year partnership, expected to end in FY 16-17.

Spending Plan and Funding Methodology

To date, the contractor has constructed 6 gardens. In FY 15-16, two additional gardens will be constructed. Each garden has the capacity to serve a minimum of 30 families, for a total of 240 families by the end of FY 15-16.

The FY 15-16 budget is based on actual historical costs to construct and operate six gardens over the past three years, with the project's burn rate at approximately $100,000 per month. The budget covers both one-time construction costs for two garden sites including: site location, securement of a long-term lease, design of garden, and construction; and ongoing costs for eight gardens including: outreach to potential families as gardeners, developing broad community support, maintenance of gardens; and comprehensive project costs including a comprehensive external evaluation, marketing efforts and exploring additional private and public funding to support long-term sustainability of gardens beyond the project end.

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

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Healthy Food Access	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Market Match	$577,000	$675,000	0.1698

Program Summary

The goals of Market Match are broadly aligned with the 2015-2020 Strategic Plan Communities Focus Area 3: Communities have physical places and spaces that promote healthy living and encourage interaction. This is a Commission-allocated investment and will end consistent with the Governance Guidelines in FY 17-18.

Market Match leverages an existing fruit and veggie voucher program to increase the purchase and consumption of fresh fruit and vegetables by families with children prenatal to 5. Market Match is a voucher system that matches a family's purchase amount when they use their CalFresh, WIC, or cash benefits at 19 farmers' markets in LA County. The families receive a dollar-for-dollar match up to $10 that can only be spent on fruits and vegetables at the farmers' markets. This is the 3rd year of a 5-year partnership, expected to end in FY 17-18.

Spending Plan and Funding Methodology

To date, the contractor has established voucher programs at 19 farmers' markets. In FY 15-16, the budget request is $675,000 based on increased demand for vouchers and a burn rate of approximately $55,000/month. In FY 14-15, 50% of funds were distributed directly to program participants. This project has significant administration costs, because it is operated in 19 different locations with over 15 different farmers' market operators who need to be trained and compensated for administering this project. The budget also includes funds for a comprehensive external evaluation of Market Match ($20,000) and significant outreach to families who are eligible to receive the vouchers. Any cost savings from project administration will be redirected to voucher distribution.

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

Proposed Budget Fiscal Year: **2015 - 2016**

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

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Little by Little/One Step Ahead Program	$3,647,000	$3,515,000	-0.0361

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 Public Health Foundation Enterprises-Women, Infants and Children Program (PHFE-WIC) and funded by First 5 LA. In that same year, First 5 LA contracted with PHFE-WIC to pilot the modified early literacy curriculum in three selected WIC sites. During this time the program also underwent a name change to only "Little by Little" due to existing trademarking of the One Step Ahead name.

In May 2013, the Commission approved a six-year strategic partnership with PHFE in the amount of $27,399,547 (from October 2013-September 2019) to lead and manage the expansion of the LBL program to other WIC sites throughout LA County. The program provides anticipatory guidance to parents regarding early literacy and safety awareness. As part of Year 1 (October 2013- September 2014) and Year 2 (October 2014 – September 2015), the Little by Little program has been delivered in ten WIC sites located across Los Angeles County. Five of the ten WIC sites that implement the LBL program are located within Best Start Communities and three are adjacent to Best Start Communities (within a 4-mile radius).

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 and safety items during WIC clients' visits.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT
- 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 61,800 unique WIC participants across 10 WIC site locations;
- Providing core and ongoing trainings on the program model to WIC site staff who will implement the program;
- 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 a multi-year fund development and sustainability plan in order to increase the initial LBL/OSA program investment and support the growth, reach, effectiveness and sustainability of the program; and
- Managing LBL process and outcome evaluations. The evaluation is currently overseen by the R&E department, with funds from that budget supporting an external contractor. Starting October 1, 2015, the evaluation cost will come from the program budget and will be overseen by PD staff in coordination with R&E.

MAJOR COST AREAS
The funding level for FY 15-16 includes the following major cost categories:
1. Personnel- a total of 26 personnel will be needed to manage the various initiative components including training and technical assistance, implementation evaluation, fiscal and contract management and direct services at two WIC sites for a total of 28% of the overall budget.
2. Contracted Services- an estimated 9 subcontractors including six subcontractors delivering direct services at eight WIC sites, a trademark, a communications and an implementation consultant will be hired in order to complete the various components of the LBL direct service, marketing and evaluation deliverables. Total estimated expenses for subcontracts: 37% of the overall budget.
3. Program Books and Safety Items- Total estimated expenses for books and safety items given to clients at the 10 WIC sites delivering the Little by Little program: 27% of the budget.
4. Operating and Administrative Costs- Estimated printing, space, postage, travel, mileage, indirect and other expenses: 8% of the overall budget.

Because the renewal date for this contract is September 1, 2015, the major cost category expenses and associated percentages are based on contractor estimates, with a total projected budget for FY 15-16 at $3,515,000. This amount

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

includes estimated invoice amounts for the last 3 months of the current contract period (July – September 2015) in the amount of $867,000 and estimated program expenses for the first 9 months of a new contract period yet to be negotiated (October 2015 to June 2016) in the amount of $2,648,000. The total amount includes program expenses and costs needed to deliver the program at 10 WIC sites.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Los Angeles Universal Preschool	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Los Angeles Universal Preschool	$54,245,000	$55,423,000	0.0217

Program Summary

LAUP provides access to quality early childhood education programs for children in Los Angeles County. Quality services are demonstrated through the 5-Star Quality Rating and Improvement System, which serves as a model for a statewide rating system. This system improves the effectiveness of classrooms and the overall educational experience through its intensive coaching model. LAUP is working towards creating new preschool spaces efficiently, making preschool more affordable, giving preschools the funding they need, continuously improving quality, providing families with the option of choosing from a wide range of LAUP preschool programs, and connecting programs to their communities.

FY 15-16 represents the final year of the LAUP Master Agreement. Activities in FY 15-16 will support Phase II implementation of the LAUP Business Plan. These activities include: planning and developing new business activities related to QRIS (including a fee-for-service model), formalized communication with providers and families about the future of LAUP, development of a plan to reduce services, meeting current objectives outlined in the master agreement, and development of an internal reorganization.

Spending Plan and Funding Methodology

The proposed increased spending from the operating funds ($51,870,000 in FY 15-16 from $50,692,000 in FY 14-15) is proposed to offset a 50% reduction ($3,750,000) in Child Signature Program (CSP) funds projected for FY 15-16. If CSP funding in these calculations were to be included, as was done last year, LAUP's overall budget for FY 15-16 is $3,750,000 less than it was in FY 14-15.

The following information was taken into account in developing the budget estimate, which was derived from the current budget as well as initial and secondary budget negotiation documents from LAUP:

Operating Funds (Funds Requested from First 5 LA): $51,870,000
District Demonstration Projects (Funds for district projects): $3,553,000
Total budget amount: $55,423,000 (dollar amounts were rounded for purposes of the FY 15-16 Program Budget)

HOW FUNDS WILL BE SPENT
- Direct LAUP Grants
  Pre-school services - target serving 10,760 children, while allowing natural attrition, to participate in 1/2 day of quality programming throughout the school year
- Program Support
  Coaching - to nurture providers to reach their potential in serving their children
  Evaluation - to measure and report on child, family, and community outcomes that promote children's readiness and success in school.
- District Demonstration Projects
  Projects in supervisorial districts benefiting local community
- Administrative
  Support services

BUDGET DESCRIPTION
PRESCHOOL PROVIDER FUNDING - $32,600,000
- All providers in the LAUP network are paid monthly for the months of September through June. The amount of each monthly payment varies based on the provider’s assigned star rating, the number of children enrolled, whether an alternate subsidy exists, and the Parent Investment Fee. As these variables fluctuate throughout the year, the exact cost of LAUP preschool provider funding may vary as well. Therefore, LAUP tracks these drivers and monitors preschool funding carefully throughout the year. Average annualized all-in cost per child is $5,235 and the average annualized grant cost per child is $3,444.
- LAUP maintains a network of 10,760 spaces. The FY 15-16 budget reflects the spaces above the required number. LAUP estimates an average enrollment for fully operational classrooms of 96%.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Los Angeles Universal Preschool	Legacy Investments

DISTRICT DEMONSTRATION PROJECTS - $3,553,000
- This budget allows LAUP to continue to work with each of the districts across LA County to continue and/or establish demonstration projects that will specifically benefit the local areas. The large majority of this funding is committed to ongoing projects however LAUP continues to work with the supervisors' districts to develop new projects as well.
- Based on preliminary plans for rolling out new projects within District Demonstration Projects, LAUP is forecasting to increase spending in FY 15-16 by $1.6 million from FY 14-15, which includes $1 million in Supervisorial District 2 and $627,000 in Supervisorial District 5.

PROGRAM SUPPORT - $16,866,000
- Coaching -
  - The focus on providers and teachers is based on the design and strategy from the Master Plan. LAUP's Coaching Model is designed to nurture providers to reach their potential by fostering relationships, building on strengths, sharing wealth of comprehensive services and resources, and making commitment to high-quality ECE programs.
  - Coaches work with providers to increase and maintain the quality of their program by building teachers' capacity to improve existing abilities, develop new skills and gain a deeper understanding of practices for use in the classroom.
- Program Services
  - Program Services staff play a complimentary and specialized support role to the coaching staff. Program services staff work with coaches when programs need more specialized assistance. Program services staff include. Program Support Coaches as well as Specialists with expertise including but not limited to Parent and Family Engagement, Dual Language Learning, Children with Special Needs, and Health and Wellness.
- Awareness and Enrollment
  - LAUP supports providers through strategic awareness and enrollment campaigns that are targeted at promoting the critical need for quality preschool services in Los Angeles County. LAUP promotes preschool services though ongoing communication and marketing campaigns that target key stakeholders, and gives providers the marketing tools they need to sustain their businesses.
  - LAUP advances and executes an aligned policy agenda with First 5 LA with goals of increased access to quality early education and long-term sustainability of preschool in Los Angeles County.
- Program Compliance
  - LAUP is legally and ethically bound to ensure that all licensing requirements are met and that all providers have a safe learning environment
  - Fiscal coaches review providers' annual budgets to ensure projected expenditures are reasonable and in compliance with LAUP Operating Guidelines.
- Research and Evaluation
  - R&E consults with departments to ensure the accurate capture, storage, and use of data through the development of data collection tools and protocols, spreadsheets, data entry, and interpretation of results.
  - Research studies are conducted in areas of organizational priority to increase understanding and inform planning and decision making.
- Sustainability (Policy & Advocacy, Marketing, Public Awareness and Public Will)
  - A critical element to private and individual funding of LAUP is that it not only expands LAUP's revenues, but also increases awareness of the organization and the importance of quality Pre-K education.
  - LAUP will be implementing a new strategic business plan that will align with a new mission and vision of the organization. A main focus will be maximizing sustainability and longevity of the organization. Service areas and goals with Board approved action items are incorporated.
  - LAUP maintains ongoing communication with Master Plan participants, as well as state, county and local ECE organizations and coalitions to increase awareness of the importance of preschool and the impact of LAUP/First 5 LA investments.
  - LAUP identifies and pursues federal, state, and local grants, as well as Congressional appropriations opportunities.

ADMINISTRATIVE - $2,405,000
- Support services such as personnel, budget, purchasing, and data processing which support or facilitate the service programs of the LAUP. This support allows the other departments the ability to directly support providers with any services needed.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Oral Health & Nutrition - Dental Home	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Oral Health & Nutrition - Dental Home	$3,600,000	$3,904,000	0.0844

Program Summary

The 21st Century Dental Home Project, is a 3.5-year program that began in July 2012 and was scheduled to end December 2015. A 6-month no-cost extension through June 2016 will be requested as part of the FY 15-16 Contract Renewal process so the program can complete all program activities. The overall goal of the program is to increase access to dental care for 13,000 children ages 0-5 and perinatal women by establishing dental homes in 12 Federally Qualified Health Centers (FQHCs) countywide. The program is intended to be a comprehensive sustainable model that uses integrated service delivery to link local healthcare providers, childcare providers and families of children 0-5. In the final year of the program, FQHCs will continue capacity building (QI Learning Collaborative, provider training) and fully implement systems/infrastructure improvements in order to improve the quality and efficiency of dental services and operations and integrate medical and dental services so children can receive more comprehensive services.

In FY 15-16, clinics will provide preventative services to at least 6,000 children and ECE providers will ensure up to 7,500 parents' receive information and educational materials to increase awareness of oral health. The project will also:
• Provide ongoing training to at least 65 clinical providers to increase their knowledge and skills to provide preventive oral health services to children 0-5
• Train up to 700 childcare providers to increase awareness of the importance of oral health for young children;
• Establish more coordinated referral and delivery systems that promote oral health education and increased access to dental care for 0-5 children and pregnant women within community clinics;
• Develop and advocate for policy or financial issues that represent barriers and opportunities to sustaining the dental home project model; and
• Convene bi-monthly QI learning collaborative sessions of DHP clinics to improve and sustain outcomes for children

Spending Plan and Funding Methodology

MAJOR COST AREAS
The primary cost areas for FY 15-16 include:
1. UCLA personnel - for programmatic/fiscal oversight of the DHP to provide project leadership, administration, and evaluation.
2. Subcontracts with Community Clinics - The 12 clinic sites are in the final year of full implementation FY 15-16. Subcontracted clinic budgets are based on the implementation of the Enhancement Plans (began in FY 14-15), which include dental home activities, staffing, and any remaining supplies and equipment. This includes a Community Dental Home Coordinator to ensure successful implementation of the dental home model in the clinic and community linkages. Other Enhancement Plan activities include dental personnel to support 0-5 service expansion, and clinic provider training expenses.
3. Incentive pool - A fund from which clinics can receive additional funding based on performance.
4. Subcontracts with Other Project Partners:
  • Safety Net Solutions - to provide technical assistance to the clinics for improving their clinical and administrative operations;
  • Children Now - to provide support for policy development related to dental homes for children; and
  • Childcare Alliance of Los Angeles (CCALA) - to train childcare providers to increase their awareness of the importance of oral health for young children

The FY 15-16 budget of $3,904,000 was determined based on an estimation from the contractor and using the following assumptions/methods:
• The 3.5-year project began in FY 12-13 and was estimated at a total cost of $9.2 million. Staff is requesting an extension of the project by six months so that it ends June 30, 2016 rather than December 31, 2015, in order to complete all planned activities.
• In FY 15-16, the program will fully implement capacity building/systems change interventions and provide approximately 6,000 0-5 children direct services, and continue related community outreach and policy activities.
• The estimated budget reflects continued ramp up of the program and related subcontractor costs ($2,790,000),

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Oral Health & Nutrition - Dental Home	Legacy Investments

including (smaller subcontractor costs not included here):

-12 clinic sites averaging approximately $170,000 per subcontractor based on Enhancement Plans that will be completed by the end of FY 15-16, plus an incentive pool of $360,000, for a total of approximately $2,420,000. Each plan includes 1 FTE or a portion of 1 FTE Community Dental Home Coordinator as well as additional personnel and program costs related to each individual clinic's plan.

-Safety Net Solutions ($90,000)

-Children Now ($50,000)

-Childcare Alliance of Los Angeles ($50,000)

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Parent Child Interaction Therapy	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Parent Child Interaction Therapy	$4,672,000	$4,642,000	-0.0064

Program Summary

The overall goal of Parent Child Interaction Therapy (PCIT) investment is to expand access for young children and their families' to PCIT services. This is being accomplished by increasing the number of PCIT-certified mental health providers in Los Angeles County and expanding the number and capacities of clinical programs to provide PCIT services. This program, ending in FY 16-17, has a five-year approved $20 million allocation and is being implemented through a $17 million strategic partnership with the Los Angeles County Department of Mental Health (DMH) and a $3 million contract with UC Davis which is the project's Training Contractor for DMH-contracted mental health agencies' professionals to become certified in PCIT.

The program was initiated in FY 12-13 and approximately 20 new agencies and four mental health professionals at each agency are expected to be trained each year.

Spending Plan and Funding Methodology

FY 15-16 activities are geared at improving workforce development and service delivery for 2-5 year olds' with disruptive behaviors and their caregiver/parents. Both new provider training for up to 20 agencies and advanced provider trainings will be offered to PCIT contracted DMH agencies.

There are two principal contractors for this project: the Department of Mental Health and UC Davis PCIT Training Center. Key cost categories include:

- Personnel for both DMH and UCD contracts;
- Facility upgrades to retrofit facilities for delivering PCIT services that require the use of a specially equipped facility including audio equipment and two-way mirrors;
- Provider stipends to help offset costs incurred by DMH contracted therapists to participate in the PCIT training;
- Outreach monies to assist agencies finding appropriate clients for the intervention; and
- Indigent assistance to give agencies the ability to serve some clients that are not Medi-Cal eligible.

The total budget for FY 15-16 is $4,642,000, of which $3,866,000 is for the Los Angeles County Department of Mental Health and $776,000 is for UC Davis. The funding methodology is based current contract amounts and pre-negotiation of the key activities planned by DMH and UC Davis for FY 15-16, which include: up to 20 new provider agencies (with teams of 4 clinicians each) trained in PCIT and supporting previously trained PCIT therapists in agencies with an existing PCIT program.

Major cost components by contractor include:
DMH:
- Up to 20 Contract agencies providing PCIT services in training year
- Direct Cost Evaluation Materials
- Seven clinical and administrative DMH Staff

UC Davis:
- Personnel, including eight UC Davis Staff

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Partnerships for Families	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Partnerships for Families	$5,488,000	$150,000	-0.9726

Program Summary

The program aims to prevent child maltreatment through a strengthening families approach.

This approach mitigates risk through the development and enhancement of the protective factors:
1) concrete support in times of need;
2) informal support;
3) knowledge of child development;
4) parental resiliency; and
5) emotional and social competence of children.

Note: First 5 LA's investment in Partnerships for Families ended in December 2014. LA County Department of Children and Families Services (DCFS) is now funding the program, with First 5 LA serving as an intermediary and providing program monitoring and oversight. However, $150,000 was included for DCFS to fund a full-time position to continue support of transitioning activities.

Spending Plan and Funding Methodology

Consistent with previous Board action, $150,000 was included for DCFS to fund a full-time position to continue support of transitioning activities.

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

First 5 LA's investment in Partnerships for Families ended in December 2014, thus leading to the decrease for FY 15-16. LA County Department of Children and Families Services (DCFS) is now funding the program, with First 5 LA serving as an intermediary and providing program monitoring and oversight. However, $150,000 was included for DCFS to fund a full-time position to continue support of transitioning activities.

Initiative	Investment Category.
Peer Support Groups for Parents	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Peer Support Groups Lead Agency	$867,000	$1,352,000	0.5594

Program Summary

The Peer Support Groups for Parents Project, a 2.5-year program which began in FY 13-14, aims to foster social connections, reduce isolation, and encourage sharing knowledge and skills among parents of children prenatal to age five through establishing peer support groups for parents within the five Supervisorial Districts. The Lead Agency (Children's Institute, Inc.) in partnership with six community based organizations (Family Focus Family Resource Center, For the Child, Para Los Ninos, Parents Place Family Resource Center, Weingart East Los Angeles YMCA, and the Village Family Services) will organize and facilitate a total of 100 groups.

Spending Plan and Funding Methodology

During FY 15-16, the Lead Agency will continue to provide administrative oversight for 6 organizational partners to implement the remaining 50 support groups and recruit a minimum of 250 parents to participate in the groups. The project will also support the referral system for hospitals (including those in First 5 LA's Family Strengthening portfolio) and community healthcare facilities established in FY 14-15 to refer families to the support groups. Recruitment and outreach for the parent group participants and parent facilitators will occur countywide, as well as in Best Start communities (each of the six CBO's serves at least one Best Start community as part of their catchment area).

MAJOR COST AREAS
The majority of the FY 15-16 budget will be spent on the six CBOs who are responsible for implementing the 50 support groups. This cost is distributed across the six CBOs and includes (does not include all costs to the budget, only major costs):
1) Management of the parent support groups (childcare, refreshments, transportation, etc. for participants and stipends for facilitators' training and facilitation of the groups); and
2) CBO staff time for outreach and recruitment of support group participants and facilitators, and direct and indirect costs related to these activities.

Another significant cost category includes expenses for the Lead Agency, Children's Institute to provide program/fiscal oversight of the six CBO subcontracts, ensure coordination with First 5 LA's Best Start Communities efforts and evaluation, and provide quality assurance and supervision of the support group facilitators.

METHODOLOGY
Funding for this program was determined using the following assumptions and calculations and is based on contractor's estimates from current FY 14-15 expenditures:

• The project does not align with First 5 LA's fiscal year. The FY 15-16 budget reflects estimated costs for the three months (July 1, 2015-September 30, 2015) of the current contract period in the amount of $375,000 and six months of the next contract period (October 1, 2015-March 31, 2016) in the amount of $977,000.

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

Higher expenditures are expected during FY 15-16 as the program fully reaches its program targets for the support groups across all CBO subcontractors by the end of FY 14-15. CBO subcontractors represent 80% of the total budget.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Peer Support Groups for Parents	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Peer Support Groups Training and Technical Assistance Provider	$191,000	$117,000	-0.3874

Program Summary

The Peer Support Groups for Parents Project, a 2.5-year program which began in FY 13-14, aims to foster social connections, reduce isolation, and encourage sharing knowledge and skills among parents of children prenatal to age five through establishing peer support groups for parent within the five Supervisorial Districts. Children's Institute, Inc. (the TA Provider and its consultants, Family Resource Center Network of Los Angeles County and Children's Hospital of Los Angeles), will enhance and inform the implementation of the Peer Support Groups for Parents project by developing core competencies and providing training and technical assistance to the Lead Agency.

Spending Plan and Funding Methodology

During FY 15-16, the TA Provider will provide training and technical assistance to the Lead Agency and CBO's to support implementation of 50 support groups. Training and TA will support implementation of the curriculum, support group facilitation, facilitator training, use of evaluation findings to adapt the program. While direct support will be provided through the Research & Evaluation Budget, the TA Provider will also oversee the evaluation of the program. FY 15-16 outcomes will include: ongoing training for the 60-facilitator pool, and training-for-trainers for the six CBO's and other program staff.

Funding for this program was determined using the following methods and contractor's estimates based on FY 14-15 expenditures:
- The Peer Support project does not align with First 5 LA's fiscal year. The FY 15-16 budget reflects projected expenditures for three months (July 1-September 30, 2015) of the Year 2 contract period ($51,000) and six months (October 1, 2015-March 31, 2016) of the FY 15-16 contract period ($61,000).
- A 5% contingency is included to account for unanticipated fluctuations in spending.

MAJOR COST AREAS
The majority of the FY 15-16 budget will be spent on subcontracted services for TA/Training to the following entities/services (does not include all costs to the budget, only major costs):
1) Children's Hospital of Los Angeles for consulting services to provide facilitator training, training-for-trainers and ongoing TA to support the Lead Agency/CBO implementation of the support groups; and
2) Family Resource Center Network of Los Angeles County for monitoring curriculum fidelity and ensuring consistency of training and data collection/evaluation activities with the Lead Agency/CBO implementation of the support groups;

Another significant cost includes staff time and benefits for program/fiscal oversight of all TA/training activities mentioned above.

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

The program is approved for 2.5 years and is scheduled to end March 31, 2016. Because of this, FY 15-16 includes only 9 months of projected expenditures, versus 12 months in FY 14-15. Additionally, the actual negotiated contract for Year 2 (October 1, 2014-September 30, 2015) was lower than what was anticipated and included in the approved FY 14-15 budget.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Policy Advocacy Fund	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Policy Advocacy Fund - I	$1,460,000	$805,000	-0.4486

Program Summary

The Policy-Advocacy Fund (PAF) is designed to support a variety of strategies in the policy and advocacy arena that help advance the First 5 LA Policy Agenda. Grantees vary in size and strategic approach (such as community based organizing, administrative advocacy, and legislative advocacy). There were 13 Cycle I grants awarded in March 2012, ranging from 3-5 years in length.

Spending Plan and Funding Methodology

In FY 15-16 there will be 8 PAF Cycle I contractors active that employ a variety of strategies and activities to support their advocacy projects, such as: administrative advocacy and implementation support, policy issue identification and development; policy education and advocacy; and community engagement.

Given the diversity of grantees there is a range of components that comprise the costs associated with this fund. Many policy grantees rely heavily on staff to conduct analyses, develop materials, convene meetings and engage stakeholders. The main cost component (up to 90%) of most grants is personnel. Other typical costs include contractors to support the work of collaborative partners and coalition members, as well as consultants to support event planning, facilitation, or for technical assistance on complex policy issues. Finally, travel is a key cost for policy grantees that often have to travel to meetings and hearings in Sacramento. Some grantees have larger costs related to major events or convenings.

For the eight grantees active in FY 15-16, the budget estimate was developed by calculating their available funds based on their total award, less the amount the grantees have spent to date (since the FY 14-15 actual amount spent is not yet known, the budget amount was used for that year). This was then divided by their total months remaining and estimated for the number of months they will have a contract in FY 15-16. There are three grants that will run for eight months and the remaining five will run for 12 months in FY 15-16.

A 10% contingency was added to the total to account for unknown needs and due to the ability for contractors to use dollars from prior year budgets that were not fully expended. The funds used for these awards are all within the limits of the original award amount, and no new funds are needed for the contract amounts.

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

The FY 15-16 budget includes a lower amount due to five grants expiring during FY 14-15. In addition, three of the eight remaining grants will be active for only eight months in FY 15-16.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Policy Advocacy Fund	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Policy Advocacy Fund - II	$1,622,000	$1,276,000	-0.2133

Program Summary

The Policy-Advocacy Fund (PAF) is designed to support a variety of strategies in the policy and advocacy arena that help advance the First 5 LA Policy Agenda. Grantees vary in size and strategic approach (such as community based organizing, administrative advocacy, and legislative advocacy). There were 10 Cycle II grants awarded in March 2013, ranging from 3-5 years in length.

Spending Plan and Funding Methodology

In FY 15-16 there will be 10 PAF Cycle I contractors active that employ a variety of strategies and activities to support their advocacy projects, such as: administrative advocacy and implementation support, policy issue identification and development; policy education and advocacy; community engagement.

Given the diversity of grantees there is a range of components that comprise the costs associated with this fund. Many policy grantees rely heavily on staff to conduct analyses, develop materials, convene meetings and engage stakeholders. The main cost component (up to 90%) of most grants is personnel. Other typical costs include contractors to support the work of collaborative partners and coalition members, as well as consultants to support event planning, facilitation, or for technical assistance on complex policy issues. Finally, travel is a key cost for policy grantees that often have to travel to meetings and hearings in Sacramento. Some grantees have larger costs related to major events or convenings.

The FY 15-16 budget was estimated using the total award, less the total amount spent in their previous contract years (since the FY 14-15 actual amount spent is not yet known, the budget amount was used for that year), divided by the number of months remaining in their award.

A 10% contingency was added to the total to account for unknown needs and due to the ability for contractors to use dollars from prior year budgets that were not fully expended. The funds used for these awards are all within the limits of the original award amount, and no new funds are needed for the contract amounts.

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

The budget amount is lower in FY 15-16 because four of the 10 grants will be for 8.5 months instead of a full 12 months.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Policy Advocacy Fund	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Policy Advocacy Fund Technical Assistance Provider	$113,000	$113,000	0.0000

Program Summary

First 5 LA has supported consultants to provide technical assistance, advice, support and guidance to 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.

Spending Plan and Funding Methodology

The TA Consultant regularly checks in with contractors to identify areas for potential support and follows up with them as needed. This can take place in the form of in-person meetings, telephone check in calls, reviewing data, providing feedback and guidance. The TA consultant team also regularly checks in with Policy staff to discuss contractor progress, flag potential challenges and identify solutions. The TA consultant team also supports the planning and execution of quarterly policy contractor meetings.

In addition, the TA consultant team will develop and execute a series of capacity building workshops focused on management, HR, finance and communications to support the effective development of internal systems to support the policy work of the agencies. This will also provide resources to allow grantees to receive individual TA in the topics discussed in the workshops.

The TA consultant amount is based on a per-contractor average of $2,700 per contractor per year. The TA support is given on an as needed basis, so some use more hours and some use less. This rate has worked well over the past years to support their needs. There are 18 active grantees in FY 15-16.

$2,700 x 18 = $48,000 (rounded down).

An additional $65,000 is included to support the quarterly grantee convenings, capacity building workshops and individual contractor support to identify, plan and procure additional support to implement capacity building projects. The costs are estimated at 7 meetings/workshops x $6,500 each, $15,000 for 100 hours of support with grantees (at $150/hour rate), and $4,500 for 30 hours of in internal coordination and planning hours for the project, also based on $150/hour rate.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Reducing Childhood Obesity	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Reducing Childhood Obesity	$13,387,000	$15,462,000	0.1550

Program Summary

The Reducing Childhood Obesity in Los Angeles County Project is implemented and managed by the County of Los Angeles Department of Public Health (DPH) in partnership with the Child Care Resource Center (CCRC), ChangeLab Solutions, and twenty selected community based organizations throughout the County. In July 2011, the First 5 LA Commission approved an allocation in the amount of $41,197,400. The four-year project is a community-based public education, skills-building and environmental change project promoting physical activity and healthy eating among the nearly one million Los Angeles County children ages 0-5 and their families. The three major interventions of the project to be implemented countywide are:

1. Choose Health LA Kids (CHLA Kids), an intensive community-based public education and skills-building effort in targeted community clinics, restaurants, grocery stores, and neighborhoods in order to promote healthy eating and active living practices.
2. Choose Health LA Child Care (CHLA Child Care), a program focused on increasing the capacities of licensed and licensed-exempt child care providers to improve nutrition and physical activity in child care settings.
3. Choose Health LA Moms (CHLA Moms), a program designed to reduce obesity among postpartum women through guidance on nutrition, physical activity, and stress reduction.

Spending Plan and Funding Methodology

In FY 15-16 all the activities, strategies and interventions are expected to be fully implemented for a total fiscal year budget of $15,462,000. This budget amount represents the total negotiated contract amount that will be presented to the Board for approval at the May 2015 Commission Meeting.

The funding level for FY 15-16 was determined based on the following major cost categories (does not include all costs to the budget, only major costs):
1. Permanent and Temporary Personnel- a total of 45 permanent and temporary personnel will be needed to manage the various project strategies for a total estimate of $4,295,000 (27.8% of the overall budget).
2. Contracted Services- a total of 26 subcontractors including a media firm to implement various county public education efforts and purchase media advertising, 20 community-based agency subcontractors implementing public education and skill building curriculum with parents and families, child care agency managing nutrition and physical activity trainings for licensed and licensed exempt providers. Total estimated expenses for subcontracts: $10,300,000 (66.6% of the overall budget).
3. Evaluation- evaluation resources needed to continue process and implementation evaluation of several program strategies. Total estimated expenses for evaluation activities: $373,000 (2.4% of the overall budget).
4. Operating and Administrative Costs- A total of $494,000 is estimated for training, printing, space, postage, travel, supplies, and other expenses (3.2% of the overall budget).

The budget for FY15-16 includes expenses related to various direct services, public education, provider capacity building, community skill-building and policy/environmental change strategies. The initial budget for FY 14-15 of $16,484,000 was revised downward at mid-year to $13,387,000 due to various sub contracting and programmatic delays that resulted in lower than anticipated spending in various budget categories. Given the various delays, many performance objective outcomes and costs will be carried over to FY 15-16 for a total budget of $15,462,000. The Reducing Childhood Obesity initiative is currently being reviewed through an expiring initiatives assessment process, in order to determine if the initiative will be extended for one additional year in order to complete all final deliverables within the current allocation. If the extension is approved at the May 2015 Board Meeting, the Reducing Childhood Obesity initiative will be extended through June 30, 2017 with an estimated FY 16-17 budget of $3,800,000.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Resource Mobilization - ECE	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
ECE Recoverable Grant	$225,000	$925,000	3.1111

Program Summary

The goals of this project are broadly aligned with the 2015-2020 Strategic Plan Communities Focus Area 2: Communities have ECE-related supports that meet families needs.

First 5 LA established a strategic partnership with the California Community Foundation (CCF) to administer the LA ECE Bridge Fund, a recoverable grant fund to bridge payments to center-based child care operators in LA County. The Bridge Fund is expected to operate for up to 4 years. First 5 LA's total investment of $2.075 million, which provides funding for program administration and repayable grants, will be matched by other funders at a 1:1 rate. The breakdown of First 5 LA funding includes $1.075 million to activate the fund and secure CCF match, and a $1.0 million challenge grant which can only be drawn down as additional funding is secured. This is year 3 of a 4-year partnership with CCF, expected to end in FY 16-17, consistent with the Governance Guidelines.

Spending Plan and Funding Methodology

To date, the Bridge Fund has awarded recoverable grants and technical assistance to 11 child development contractors with no defaults. In FY 15-16, it is anticipated that the fund will provide at least 10 recoverable grants as well as TA to grantees. The total budget for FY 15-16 is up to $925,000 in remaining challenge grant funds, as $1.15 million was previously released to CCF. The full amount of remaining challenge grant funds ($925,000 as of March 2015) is included in the FY 15-16 budget, as CCF has the ability to draw down up to this amount at any time during the contract period as additional matching funds are secured.

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

The FY 14-15 budget was reduced at mid-year based on the rate of matching funds being drawn down. Only $75,000 of the total $1 million challenge grant funds have been expended to date. Therefore, up to $925,000 is remaining for CCF to draw down as additional matching funds are secured. Because the funds are available to draw down at any time, the entire remaining amount is included in the FY 15-16 budget.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Resource Mobilization - ECE	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Grade Level Reading Campaign	$105,000	$300,000	1.8571

Program Summary

In FY 15-16, First 5 LA will dedicate fiscal resources, matched by other campaign stakeholders, to support the ongoing implementation of the LA Campaign's action plan, in alignment with the goals of First 5 LA's 2015-2020 Strategic Plan ECE Priority Focus Areas.

First 5 LA will support the LA Grade Level Reading (GLR) Campaign, a subcommittee of the LA Compact, in an effort to sustainably improve 3rd grade reading scores with an initial emphasis on LAUSD. First 5 LA is a Steering Committee member and lead on the School Readiness Workgroup. This is the second year that First 5 LA has been an active member of the Campaign, the goal of which is to have 100% of children reading at grade level by 2020.

Spending Plan and Funding Methodology

The Steering Committee Facilitation budget is based on actual costs in FY 14-15 needed to launch and facilitate the GLR Steering Committee. Consistent with FY 14-15, it is estimated that $75,000 will cover up to 420 facilitator hours (at $150/hour) and associated meeting costs for 6 convenings at $2,000 each for the GLR Steering Committee. Similar methodology was applied to budget costs the School Readiness Workgroup Facilitation.

Resources are also needed to support the School Readiness Workgroup Strategy Implementation efforts and are estimated at $150,000 (two opportunities at $75,000 each, based on current GLR investments). This budget is an estimate, as the scope and budget will be developed based on priorities and strategies identified by the School Readiness Workgroup and in alignment with First 5 LA Strategic Plan goals, such as funding an analysis of the Kindergarten Readiness Assessment (KRA) scan across LA County's school districts. Estimated funds are included to ensure staff have ability to take advantage of immediate leveraging/partnership opportunities as they emerge through the year. It is estimated that $63,000 will be spent on the current 6-month contract with Children Now to complete Phase 1 the KRA Scan, which covers FY 14-15 and FY 15-16.

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

Budgeted amounts for facilitation of the Steering Committee and School Readiness Workgroup are consistent with FY 14-15 budgets. However, these amounts were prorated in FY 14-15 to reflect partial fiscal year contracts. In FY 15-16, the full $75,000 for 12-months is budgeted for each facilitator.

As local community action plans are developed in FY 15-16, additional financial resources, matched by other campaign stakeholders, are needed to support the implementation, coordination and measurement of the Campaign's strategies in alignment with the First 5 LA Strategic Plan goals.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Resource Mobilization - Funder Partnerships	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Emerging Funder Collaboratives		$30,000	0.0000

Program Summary

This program provides for membership support for funder collaboratives whose goals and activities are aligned with the 2015-2020 Strategic Plan outcome areas of Communities and Health, Mental Health and Substance Abuse Service Systems.

This represents a new budget expense, in support of the Strategic Plan's emphasis of leveraging funder partnerships to advance policy and systems change. Relevant funder collaboratives have been identified by staff for Communities Focus Area 3: Communities have physical places and spaces that promote healthy living and encourage interaction; and Health Focus Area 2: Improved capacity of health, mental health and substance abuse service providers to deliver trauma-informed care to children prenatal to 5 and their families. Support and participation in funder collaboratives also aligns with the Commission's adopted investment guidelines, specifically "Engage partners at the earliest possible stage of activity and/or investment."

Spending Plan and Funding Methodology

The estimate is based on First 5 LA providing $15,000 each in financial support to two funder collaboratives. The funding methodology is consistent with membership support by First 5 LA to other member collaboratives, such as Southern California Grantmakers, and ensures First 5 LA a seat at the table among public/private funders and business leaders.

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

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Resource Mobilization - Funder Partnerships	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
LA-N-Sync	$25,000	$15,000	-0.4000

Program Summary

First 5 LA will continue to support and participate in the LA N Sync funder collaborative, as goals of LA N Sync are broadly aligned with First 5 LA's 2015-2020 Strategic Plan Priority Focus Areas. Support and participation in funder collaboratives also aligns with the Commission's adopted investment guidelines, specifically "Engage partners at the earliest possible stage of activity and/or investment."

LA N Sync is a cross-sector initiative to strengthen the Los Angeles region as a compelling destination for investment. LA N Sync works with public and private agencies to identify funding priorities and opportunities, and to position applicants to be as competitive as possible.

Spending Plan and Funding Methodology

First 5 LA will provide $15,000 in financial support to this cross-sector collaborative, which represents a decreased funding commitment from previous years. Funding methodology is consistent with membership support by First 5 LA to other member collaboratives, such as Southern California Grantmakers, and ensures First 5 LA a seat at the table among public/private funders and business leaders in LA.

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

First 5 LA has determined that there is not a need to contribute to a pooled fund, which was budgeted for in FY 14-15, resulting in the decrease.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Resource Mobilization - Funder Partnerships	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Los Angeles Partnership for Early Childhood Investment	$376,000	$15,000	-0.9601

Program Summary

First 5 LA will continue to support and participate in the The LA Partnership for Early Childhood Investment funder collaborative, as the LA Partnership's goals are broadly aligned with First 5 LA's 2015-2020 Strategic Plan Priority Focus Areas. Support and participation in funder collaboratives also aligns with the Commission's adopted investment guidelines, specifically "Engage partners at the earliest possible stage of activity and/or investment."

The LA Partnership for Early Childhood Investment is a public/private funder collaborative investing in and promoting innovations that advance the lifelong health and well-being of LA County children, age 0-5. The four-year partnership with LA Partnership, which provided administrative support and matching funds for the Baby Futures Fund (pooled fund), is scheduled to end in FY 14-15, consistent with the Governance Guidelines.

Spending Plan and Funding Methodology

First 5 LA will pivot from providing administrative support of the Baby Futures Fund to providing $15,000 in annual financial support to the LA Partnership, which represents a significantly decreased financial commitment, as well as providing continued in-kind support of First 5 LA staff. Support and participation in funding communities directly supports the 2015-2020 Strategic Plan's emphasis on leveraging funder partnerships to advance policy and systems change. The annual investment of $15,000 is consistent with membership support provided by First 5 LA to other member collaboratives, such as Southern California Grantmakers, and ensures First 5 LA a seat at the table among public/private funders focused on children ages 0-5.

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

The decrease is attributed to the end of contract in FY 14-15 to provide administrative support and matching funds for the Partnership's Baby Futures Fund. While First 5 LA will continue active involvement in the Partnership, the level of financial support is dramatically reduced.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Resource Mobilization - Health	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Early Childhood Linkages to Wellness	$1,154,000	$1,250,000	0.0831

Program Summary

The goals of The Early Childhood Linkage to Wellness demonstration project are broadly aligned with the 2015-2020 Strategic Plan Communities Focus Area 2: Communities have ECE- and health-related supports that meet family needs and Health, Mental Health and Substance Abuse Systems Focus Area 1: Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse services systems.

The Early Childhood Linkage to Wellness demonstration project at six select LAUSD Wellness Center sites connects families to preconception, prenatal, infant and toddler care, mental health and oral health services offered by the Wellness Centers. Additionally, families are connected to a broader set of community-based resources supporting a child's wellness and development, including other First 5 LA investments such as Family Strengthening, Oral Health and Best Start. This project also seeks to change the physical space of the Wellness Centers to be child-friendly and to provide training to ensure that families have access to professionals who understand the needs of very young children. This is the 3rd year of a 3-year partnership, expected to end in September 2016.

Spending Plan and Funding Methodology

To date, the contractor has changed the physical space of 14 wellness center sites to be child-friendly. In FY 15-16, it is expected that Wellness Centers will see a minimum of 156 children 0-5 per quarter, conduct 40 developmental screenings for children 0-5 per quarter, provide parent education workshops at each center once per quarter, provide case management services for 48 families per quarter, enroll 40 families in health care insurance enrollment per quarter and provide three trainings for both the Early Childhood Linkages Team and clinical training for Wellness Center providers. The budget amount of $1.25 million is based on the project burn rate of approximately $100,000/month.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Resource Mobilization - Health	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Freshworks Fund	$1,640,000	$290,000	-0.8231

Program Summary

The goals of the California FreshWorks Fund are broadly aligned with the 2015-2020 Strategic Plan Communities Focus Area 3: Communities have physical places and spaces that promote healthy living and encourage interaction.

The California FreshWorks Fund will create and administer a Food Enterprise Microlending program. The program will be structured as a competitive program for entities that demonstrate the ability to recruit, aggregate, capitalize and support a pipeline of willing healthy food entrepreneurs in underserved communities. One Request for Proposals (RFP) was released in December 2014 and received an overwhelming response with a total of $2.7 million in loan funds requested of the $2 million available. First 5 LA's loan funds ($1 million) are matched by an additional $1 million by the statewide FreshWorks Fund. An additional $750,000 will be distributed as companion grants and technical assistance. $250,000 will be used for program administration and $100,000 was awarded for an evaluation of the program in partnership with overarching FreshWorks Fund evaluation efforts. An evaluator has not yet been contracted, but a contract is anticipated to begin FY 15-16.

Spending Plan and Funding Methodology

The 18-month contract began mid-February 2014 and ends mid-August 2015, with a total award of $2.1 million. The contractor will spend nearly the entire budget amount during FY 14-15. $190,000 is estimated to remain at June 30, 2015 which will be spent during FY 15-16. An additional $100,000 is included for an evaluation of the program in partnership with overarching FreshWorks Fund evaluation efforts, which is part of the original program design.

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

This project has an 18-month contract that spans three fiscal years, with most of the spending occurring in FY 14-15. In FY 15-16, the estimated remaining amount of approximately $190,000 of the total $2.1 million awarded will be spent on additional loans, companion grants or technical assistance needed to support the Food Enterprise Microlending program and $100,000 for the evaluation of the First 5 LA investment in partnership with the overarching FreshWorks Fund evaluation efforts.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Resource Mobilization - Organizational Capacity Building	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Organizational Capacity Building	$550,000	$550,000	0.0000

Program Summary

First 5 LA will support three Organizational Capacity Building efforts that focus on building the long-term stability and strength of local organizations who are critical to supporting the successful implementation of the 2015-2020 Strategic Plan.

CATALYST FOR ORGANIZATIONAL CHANGE
This funding is specifically linked to an action item in Year 1 within the 2015-2020 Strategic Plan Communities Focus Area 1: Communities members have a shared vision and act collectively to improve the policies, services and environments that impact families. The goal of this capacity building strategy is accelerate the impact of nonprofit leaders to focus on long-term outcomes and systems coordination necessary to achieve lasting social change. The program will provide leaders with training and skill building, coaching on effective organizational management and business model alignment, as well as provide financial resources to implement organizational change. Anticipated to launch in Quarter 2 of FY 15-16 with seed funding from the local philanthropic community, First 5 LA's investment would provide additional support for start-up activities and initial trainings for nonprofit leaders with priority outreach to backbone organizations serving the Best Start Communities.

SHARED SERVICES
This funding is broadly aligned to the 2015-2020 Strategic Plan Communities Focus Area 2: Convene and strengthen the capacity of ECE- and health-related organizations to improve services and supports within the Best Start communities and builds off the current $145,000 investment in FY 14-15 to educate the Los Angeles County ECE community around this capacity building model, and leverages investments in Shared Services by other First 5 Commissions and funders nationwide. The additional $350,000 will leverage investments by other public and private funders at a minimum of 1:1. The goals of this capacity building strategy are to improve administrative and programmatic efficiencies for ECE providers through alliance-building among organizations, to better integrate services and work to share administrative burdens. Without this funding this model will not expand to Los Angeles County. One-year funding will be used to host intensive orientations for executive directors and board members (approximately 50 organizations), perform readiness assessments, provide training and technical assistance, and launch a web-based platform for shared resources.

REAL COST PROGRAM INITIATIVE
This funding will assist nonprofit organizations serving young families with children in implementing the sustainability and leveraging components of the Governance Guidelines. The goals of this capacity building strategy are to provide advocacy at the city and Los Angeles County level, education and skill building of the proper implementation of the OMB guidance on indirect costs along and a toolkit for nonprofit organizations to assist in determining the full cost of programs and services to assist in developing leveraging opportunities and sustaining impact beyond initial funding.

Spending Plan and Funding Methodology

CATALYST FOR ORGANIZATIONAL CHANGE ($125,000): This program is anticipated to launch in Quarter 2 of FY 15-16, with funding secured from other local funders. First 5 LA's investment would provide additional support for start-up activities and initial trainings for nonprofit leaders. Based on previous experience, this effort is estimated to cost approximately $740,000 (over 12-months in FY 15-16) and includes partnership development, outreach and grantee trainings. First 5 LA's contribution will be leveraged by other funders investments at more than a 1:3 rate.

SHARED SERVICES ($350,000): One year funding of $350,000 will be used to host intensive orientations for executive directors and board members (approximately 50 organizations), perform readiness assessments, provide training and technical assistance, and launch a web-based platform for shared resources. The budget includes annual costs for program administration, network convenings, training and TA, website development, maintenance and hosting fees. Budget estimates are based on actual costs in San Francisco and nationally to implement similar strategies: $150,000 to launch and manage a website, and $100,000 per Shared Services Alliance Hubs (2 hubs). First 5 LA staff will seek financial and in-kind support from partners to support local effort and leverage existing investments in Shared Services across the state, including First 5 San Francisco and the Mimi and Peter Haas Fund.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Resource Mobilization - Organizational Capacity Building	Legacy Investments

REAL COST INITIATIVE ($75,000): One year of funding of $75,000 will support local advocacy to educate city and county departments on the OMB guidance on indirect costs, education of nonprofit organizations on how to ensure appropriate application of the OMB guidance, developing an online toolkit to assist organizations in determining the full cost of programs and services and skill building for organization personnel to effectively utilize the online toolkit.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Tot Parks and Trails	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Tot Parks and Trails	$1,934,000	$350,000	-0.8190

Program Summary

This initiative will expire as scheduled by the end of FY 14-15 with the exception of one contractor remaining past June 30, 2015 to complete construction of two park projects (via a three-month no-cost extension).

Approved in November 2010, the three-year Tot Parks and Trails project seeks to create sustainable changes in communities to support increased physical activity and shifting to healthy and active living communities. More than 30 projects are to be implemented by public/private partnerships with a high level of community support. Examples of projects include: parks, sidewalks, trails, schools, workplaces, playgrounds, walkable neighborhoods, and indoor recreational facilities. Inclusion of projects in Best Start Communities is a component of the design of this investment with approximately half of the proposed projects to be completed in Best Start Communities.

The project has two main objectives:
1. Expand the number of play spaces for all young children including those with special needs and familiies residing in park-deficient communities; and
2. Improve play space safety for all young children and families in park-deficient communities.

Spending Plan and Funding Methodology

This initiative will expire by the end of FY 14-15 with the exception of one contractor continuing past June 30, 2015 to complete construction of two park projects (via a three-month no-cost extension). The FY 15-16 funding amount represents the estimated amount remaining as of June 30, 2015, which will be used to complete the two park projects.

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

The estimated FY 15-16 budget represents an 82% decrease because although this initiative will expire by the end of FY 14-15, one contractor will continue beyond June 30, 2015 to complete construction of two park projects (via a three-month no-cost extension).

Initiative	Investment Category.
Universal Assessment of Newborns	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Welcome Baby Hospitals	$7,058,000	$8,785,000	0.2446

Program Summary

The Universal Assessment of Newborns initiative is an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing family protective factors.

The universal assessment strategy aims to identify families at greatest risk/need and link them to supportive services. The program is intended to support the development of a countywide universal assessment program for all new parents at the birth of their child. The target population is the estimated 112,000 LA County annual births outside of First 5 LA's 14 Best Start communities. The project aims at implementing a universal risk screening of all new parents at the birth of their child and will provide up to three home visits, as needed, to offer basic supports and ensure linkages to needed services. This program is integrated with the Best Start Welcome Baby program implementation.

The primary objectives include:
• Providing a Welcome Baby hospital visit with risk screening to a minimum of 60% of hospital births
• Providing up to three additional postpartum engagement contacts for 80% of eligible high-risk clients

Spending Plan and Funding Methodology

In FY 15-16, program costs will include 15 Welcome Baby providers, up from 13 providers in FY 14-15. The majority of contract expenses will be spent on personnel costs, with increases in expenses for staff training and client materials, given at least 20 new FTE personnel and anticipated increases in program enrollment. The budget for each grantee is based upon anticipated enrollment and percentage of Best Start and Non-Best Start families to be served.

The following were taken into account when developing the FY 15-16 estimate:
• Merit increase for existing personnel
• Addition of at least two new providers with up to 20 FTEs
• Updated hospital birth rate information from 2013 to inform personnel needs, as providers are designated home visitation "team sizes" based on birth rates. Each team consists of 5 staff. Current team sizes range from 1 to 3.
• Increases in related program costs per provider in relation to expected increased enrollment in cost areas such as mileage and supplies.
• Calculation of births to non-Best Start and Best Start families, which drives costs expensed to the Universal Assessment allocation vs. the Best Start Family Strengthening zero-based budget.

A 5% contingency was also included to account for unexpected cost changes arising during contract negotiations, such as an increase in expected enrollment which would increase costs in areas such as supplies and mileage.

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

The FY 14-15 budget was decreased at mid-year due to slower enrollment rates during the ramp-up period and two providers that did not complete contract negotiations within the fiscal year as anticipated. These factors resulted in decreased expenses in areas such as personnel, program materials, supplies, and mileage. The increasing rate of referrals and the addition of the two new providers and at least 20 new FTE personnel will result in increased enrollment in FY 15-16, resulting in a projected increase in related program costs.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Workforce Development	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
CARES Plus	$2,000,000	$2,000,000	0.0000

Program Summary

CARES Plus (Comprehensive Approaches to Raising Education Standards) is a professional development program designed to increase the quality of early learning programs for children 0 to 5 and their families by supporting the education and preparation of an effective, well-compensated and diverse early learning workforce. The project utilizes the CLASS training to provide early educators with a framework for understanding the importance of emotional support, classroom organization, and instructional support in high quality teaching, and how to implement these skills in their own practice.

In addition, CARES Plus increases the capacity of workforce development professionals to provide support in educational advancement, permit attainment, and implementation of best practices in the classroom. Participants who complete 2 hours of on-line “Intro to CLASS” training, and 8 hours of on-line “Looking at CLASS” training, academic and career advisement, and 3-6 semester units of coursework, can earn a stipend of at least $1,000.

FY 15-16 represents the final year of CARES Plus funding. The activities entailed in the final year of funding are nearly identical to the previous fiscal year.

Spending Plan and Funding Methodology

Funding for FY 15-16 is comparable to FY 14-15, and represents the fourth year of full implementation. No major programmatic changes are anticipated.

The following information was taken into account when developing the FY 15-16 estimate:
Continuation of personnel (CARES Plus program and admin staff): $576,990
- Program Coordinator/Supervisor
- Program specialists to provide technical assistance to participants
- Research analysts to help support data needs according to First 5 CA requirements
- Support staff to assist with administrative needs of the project

Participant Stipends: $977,481
- Participants that complete all program requirements are awarded stipends of $1,000 each.
- Participants that complete all program requirements and receive their degrees or updated permits are awarded additional stipends that range from $100-$200

Contracted services: $275,904
- Contracted/Consultant Services – Advisor payments for advisement sessions, training attendance and mileage. Temporary staff to assist with processing applications, F5CA documents, and registry document scanning. Updates to the ASPIRE database and on-line application, and technical support for the data system and ASPIRE advisor database interface. The 13% administrative fee for CCALA and the CDWFI schools that we contract with for advisement.
- Advisors
- Advisor trainings
- Data management assistance

Other cost categories: $169,925
- Space - space is calculated at the total annual CARES Plus FTE (6.42) multiplied by the unit cost per square foot ($347.20) for the fiscal year.
- Telephone - telephone is calculated at the total annual CARES Plus FTE (6.42) multiplied by the unit cost ($85.33) for the fiscal year.
- Postage - the FY 14-15 cost was used to calculate estimated expenses for FY 15-16.
- Supplies - Teachstone CLASS video library online subscriptions and participant file folders at a unit cost of $39.20 for an estimated 550 returning participants.
- Training Expenses - Advisor trainings (2-day CLASS trainings, Permit and Educational Advisement trainings), participant trainings (six trainings), regional computer clinics (12 clinics), attendance at CARES Plus Annual Conference, infant CLASS training (four trainings).

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Workforce Development	Legacy Investments

- Indirect - based on estimated personnel excluding fringe benefits

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Workforce Development	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
P-5 Workforce Development Core Competencies	$718,000	$522,000	-0.2729

Program Summary

The Prenatal to Five (P-5) Workforce Development Project will expand the Prenatal to Three Core Competencies to reflect content for professionals serving expectant parents and children birth through five years old. The Cross-sector Core Competencies identify the knowledge, skills and attitudes needed by professionals across the early care and education, early intervention, mental health, physical health and social services sectors. Over the course of five years, ZERO TO THREE Western Office (ZTT) will develop cross-sector training modules on each of 8 main domains identified as core knowledge and competency areas; glean ongoing feedback on the training modules as they are being developed; implement trainings in select Los Angeles communities and provide communities of learning and practice for training participants; evaluate outcomes of the training; identify strategic partners to focus on embedding cross-sector professional development approaches throughout LA County; and work with First 5 LA to integrate this approach in the organization’s workforce development investments and broader policy and systems change efforts. FY 15-16 represents the third year of a five-year project spanning from 2013 to 2018. While the project does not have a multi-year allocation, the contractor was awarded an overall amount based on the expected five-year lifespan of the project.

Primary objectives include:
* Refine core competencies developed through the Prenatal to Three Workforce Development Project to strengthen knowledge and practice of the prenatal to age 5 workforce to better support their work with young children and families.
* Integrate and embed P-5 Core Competencies which are explicitly aligned with the Building Stronger Families Framework and Core Results, and Training within the Los Angeles County Health and Human Service delivery system, educational institutions, and community based organizations.

Spending Plan and Funding Methodology

FY 15-16 funds will be spent to conduct the following primary activities:
• Conduct two pilots of the P-5 Cross-sector Core Competency training in two Best Start regions. One additional pilot will be conducted with the steering committee members.
• Evaluate pilot trainings and Communities of Practice and Learning in order to refine the process for the trainings to be implemented in FY 16-17.
• Convene meetings of the Steering Committee and ZERO TO THREE Staff Advisory to inform the refinement and sustainability.
• Planning for training in FY 16-17. The planning will involve meetings with the Best Start Department and community partners in order to raise awareness of the project and recruit professionals for the training.

FY 15-16 represents the third year of the five-year project spanning from 2013 to 2018. The funding level closely follows the five-year budget projection submitted by the grantee in the first year and is based on contractor's estimates.

Major cost categories include:
- Personnel and Benefits ($387,000)
- Contracted services ($26,000), including:
  - Instructional Designer
  - Learning Management System
  - IT Support
- Direct Operating Costs and Other ($109,000), including:
  - Space
  - Travel
  - Printing and Supplies
  - Other Expenses
  - Indirect Costs

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Workforce Development	Legacy Investments

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

The funding level closely follows the five-year budget projection submitted by the grantee in the first year and is aligned with the current contract negotiation. A major decrease is reflected in Contracted Services in FY 15-16 as spending in FY 14-15 was necessarily higher due to the development of online training.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Workforce Development - ECE Workforce Consortium	Legacy Investments

Program Name	Prior Year Revised Budget	Revised Budget	Variance
ECE Workforce Consortium	$13,090,000	$12,798,000	-0.0223

Program Summary

This is the final year of a 5-year investment in the ECE Workforce Consortium. The Consortium creates an opportunity for collaboration among stakeholders across LA County to provide and improve available training and professional development to a wide spectrum of the current and potential ECE workforce. The project aims to increase the quality of early learning programs for young children by supporting the recruitment, education, preparation and retention of a diverse, high quality workforce. All programs will be implemented at full capacity throughout the fiscal year.

Spending Plan and Funding Methodology

FY 15-16 funds will be spent in the following areas:

• Six subcontracts that make up the Consortium will continue project activities in alignment with their five-year plan. Collectively, the investments that make up the portfolio are aimed at achieving a more diverse and well-qualified ECE workforce, high quality ECE programs, greater retention and improved compensation, and coordination and alignment across the professional development system for early educators.
• Training for service providers and for participants on various relevant topics like Quality Rating Improvement Systems (QRIS) and collective impact
• Supporting improved professional development systems and trainings through coordination and information sharing
• Advancement of ECE workforce policy through Partnerships for Education, Articulation and Coordination through Higher Education (PEACH)
• Coordination/data collection for participation in the LA County Registry

The FY 15-16 budget is based on the existing FY 14-15 contract, as well as pre-negotiations for the FY 15-16 contract. The following information was taken into account when developing the FY 15-16 budget:

Major cost areas are detailed below:

Project Personnel ($973,000), including fringe benefits:
LAUP calculates fringe benefits at a rate of 27.45% for all employees. Fringe benefits include health, vision and dental insurance, retirement plan, life and disability insurances, personal time off and FICA/SUI. Personnel may be reduced due to a line item that is still being explored.

• Senior Vice President of Programs (1)
• Legal Counsel (1)
• Workforce Development Director (1)
• Director of Research and Evaluation (1)
• Financial Planning and Analysis Manager (1)
• Workforce Development Supervisor (1)
• Professional Development Supervisor (1)
• Workforce Development Senior Specialist (1)
• Workforce Grants Specialist (1)
• Workforce Development Coordinator (1)
• Senior Research Analyst (1)
• Research Analyst I (2)
• Workforce Grants Analyst (1)

Contracted Services ($11,461,000):
Nearly 90% of the annual appropriation will be disbursed to Consortium partner agencies for direct program services, facilitators, consultants and stipend fees.

• Child Development Workforce Initiative subcontracted with 10 community colleges ($3,415,646) - This program offers a continuum of education and support from high school to community colleges and universities as developing professionals pursue degrees in early childhood education.
• Child Care Alliance of Los Angeles ($3,582,900) - The Child Care Alliance of Los Angeles, through the Resource and Referrals agencies, provides Gateways coaching for 1,000 licensed and license-exempt providers.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Workforce Development - ECE Workforce Consortium	Legacy Investments

• Los Angeles County Office of Child Care ($1,000,000) - The Los Angeles County Office of Child Care's STEP Quality Rating Improvement System, which has been implemented in 11 pilot communities, ensures optimal child outcomes and development of a research-based approach to assessing and improving the quality of child care centers and family child care homes.
• Los Angeles County Office of Education (LACOE): ECE Professional Learning Communities ($1,800,549) - The ECE Professional Learning Communities address the professional development needs of ECE/Transitional Kindergarten teachers/administrators in 60 school-based settings. They also provide ongoing professional development for ECE program administrators in a geographically-based, professional learning communities.
• Project Vistas - East Los Angeles College Foundation ($750,000) - Project Vistas will assist 250 family child care providers to advance their educational and ECE career goals.
• Partnerships for Education, Articulation, Coordination through Higher Education: PEACH ($579,697) - The goal of Partnerships for Education, Articulation, and Coordination through Higher Education is to bring together institutions of higher education and community stakeholders to address common ECE workforce development challenges and needs. Twenty-one child development department representatives from Los Angeles community colleges, California State Universities, and possibly two private universities are expected to participate in this component of the consortium through regular meetings, ongoing projects and curriculum development
• Consortium Partner Facilitators ($52,190) - For the purpose of consistency, clarification and unification of the ECE field, content experts will provide training for Consortium partners, program leads and support staff.
• System Level Facilitator ($128,000) - A facilitator is needed to support internal capacity to offer a more defined, expert level skill set in implementing strategies on systems level integration, sustainably, and the development of a systems level workplan to improve the effectiveness of ECE professional development systems.
• Andy J Wong Inc ($20,018) - Funding supports hosting the Consortium's website and the Child Development Workforce Initiative database until June 2016. The Consultant will also provide continued technical assistance.
• Community College ECE Workforce Advisors ($104,000) - The specially trained Workforce Advisors will provide 3100 hours to work directly with consortium program providers, local preschool providers, as well as students from neighboring community colleges to assist with the selection of required courses for various levels of the ECE permit. In total, the advisors will support 1,000 emerging ECE professionals over the next year.
• Grant Writer ($3,000) - Grant writer to seek funding for the Consortium.
• External Audits – Harrington Group ($25,000) - External auditor will conduct annual fiscal audits amongst consortium partners and subcontractors.

Additional Costs ($295,000):
These costs include items such as printing/copying, space, telephone/network services, postage, supplies, employee mileage/travel, training, evaluation, and other expenses.

Indirect Costs ($69,000):
Calculated at 10% of personnel costs, excluding fringe benefits.

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

<u>INVESTMENT CATEGORY</u>:

Research and Evaluation

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Data Consultant	$10,000	$8,000	-0.2000

Program Summary

First 5 LA has a need to contract with experts to advise on the construction of databases and data collection projects, particularly to ensure that the data is handled in a HIPAA-compliant manner. This project will employ consultants to work with First 5 LA on our projects that collect client-level data and to establish the necessary policies and protocols for these projects.

For FY 14-15, this budget line funded agency-wide guidance in HIPAA compliance.

Spending Plan and Funding Methodology

FY 15-16 funds will cover 80 hours of consultant time at $100 per hour.

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

Estimates for FY 15-16 are lower because staff anticipates a lower need for consultant support in this area.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Data Requests	$5,000	$10,000	1.0000

Program Summary

External datasets allow First 5 LA to better understand and serve the children and families of LA County. The GIS package will enable the Stronger Families Database to accurately provide geocoded locations to determine participant eligibility for the Select Home Visitation and Welcome Baby programs. It will also allow for improved data for the purpose of ongoing geocoding activities and the development of custom map bases. Additional data sets may be purchased for planning and research purposes.

Spending Plan and Funding Methodology

FY 15-16 funds will be spent as follows:
- GIS Package: $7,000
- Assorted other datasets: $3,000

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

For FY 15-16, staff has identified a need to expand the organization's GIS data files in order to more effectively support the ongoing programmatic work in the Best Start Communities and throughout the county.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Dissemination	$36,000	$42,000	0.1666

Program Summary

The Stronger Families Program (which includes both Welcome Baby and Select Home Visitation) is a critical component of the 2015-2020 Strategic Plan. This budget item funds the Tableau server licenses needed to pull data from the Stronger Families Database, allowing the Stronger Families contractors to view their reports more easily. This platform allows program staff (both First 5 LA and contractor staff) to be able to view and filter the data as needed to help them in ongoing program improvement.

Spending Plan and Funding Methodology

FY 15-16 funds will support costs for 100 Tableau server users to view data pulled from the Stronger Families Database. The budget estimate is based on standard nonprofit rates from Tableau as follows:

- New licenses = $600
- Maintenance of the license for each additional year = $150

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
First 5 LA Contracts and Grants Program Reporting Database	$187,000	$200,000	0.0695

Program Summary

First 5 LA invests in an organization-wide data system hosted by Persimmony that will collect mid-year and end-of-year data from all programmatic grantees. This data system will also provide electronic invoicing and client-level data collection for projects that need a straightforward tool.

Spending Plan and Funding Methodology

FY 15-16 funds will be used in the following primary areas:

- Database license fee, reflecting a standard flat fee for the online database ($130,000)
- Training and technical support ($5,000)
- Custom interfaces with Financial Edge and GIFTS platforms ($5,000)
- User fees, providing for up to 400 users ($60,000)

The costs above reflect discounts received due to coordination of database use along with three other Southern California First 5 County Commissions.

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

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Los Angeles County Health Survey	$1,019,000	$28,000	-0.9725

Program Summary

Given the 2015-2020 Strategic Plan's emphasis on the importance of using data to inform the work of First 5 LA, the Los Angeles County Health Survey (LACHS) data can be mined to answer population level questions about LA County children and families in an effort to support the work and outcomes defined by the Strategic Plan. LACHS functions as a primary vehicle for gathering population-based information about access to health care, health care utilization, health behaviors, health status, and knowledge and perceptions of health-related issues among the LA County population. Along with other funders, First 5 LA funds the LACHS for as a way to obtain population-based data on the health and well-being of children 0-5 and their families in LA County.

Spending Plan and Funding Methodology

One deliverable from FY 14-15 was not completed during the fiscal year and is being carried over into FY 15-16. Approximately $28,000 is the amount originally allocated for that deliverable in the negotiated contract. For this deliverable, a Quantitative Modeler will analyze survey data and produce brief(s) of interest to First 5 LA.

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

FY 14-15 was a data collection year, resulting in a high budget. The contractor completed data collection in FY 14-15, with the exception of one deliverable that will carry over into FY 15-16.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Los Angeles County P-5 Asset Mapping	$335,000	$13,000	-0.9611

Program Summary

The P-5 Asset Mapping project is a research partnership with Healthy City developing data and methods for First 5 LA and community partners to address the Commission's research, advocacy, and data needs.

Spending Plan and Funding Methodology

The project is closing out, and the FY 15-16 funds reflect amounts negotiated for remaining deliverables that were not completed in FY 14-15 which will carry into FY 15-16.

The following tasks are rolling over via a no-cost extension for FY 15-16:
1. Final technical assistance framework;
2. Final Curriculum for using data for policy and systems change;
3. Presentation of lessons learned from project process and summaries of engagement; and
4. Trainings for the Learning Community/BSC Leadership.

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

The project is closing out; FY 15-16 funds are for remaining deliverables that were not completed in FY 14-15.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Los Angeles Mommy and Baby (LAMB) Project	$574,000	$260,000	-0.5470

Program Summary

Since data is emphasized in the new strategic plan, the LAMB data can be mined to answer population level questions about LA County mothers. We also plan to explore whether this data can be linked with the Children's Data Network or other county data. The Los Angeles Mommy and Baby (LAMB) Project is a mail-in survey, conducted by the Los Angeles County Department of Public Health (DPH), used to collect data on mothers and children in Los Angeles County. Its main objectives are to better understand the causes of poor birth outcomes in L.A. County, identify areas where help and resources are needed the most and improve the health and human services of future mothers and babies in the county. First 5 LA provides partial funding for the survey administration and analysis to increase our knowledge of new mothers in L.A. County and to improve the way we support that population. As part of our agreement, LAMB will continue to make available to First 5 LA and its stakeholders population-based data on the health and well-being of mothers of newborn infants.

In addition, LAMB is in the process of collecting a second phase of the survey which would collect longitudinal data on health and health behaviors of mothers and their toddlers starting form preconception to 2 years postpartum. The retrospective study design allows us to explore potential casual relationships between exposures and outcomes. This second phase of LAMB will also support learning for the First 5 LA teams working on the Building Stronger Families Framework and will inform all of First 5 LA about parent's experiences with stress.

In FY 15-16, LAMB will finish up data collection for both the LAMB survey and the LAMB Follow-Up Survey. They will enter and clean all the data, calculate sampling weights, and will conduct analyses on both surveys.

Spending Plan and Funding Methodology

The current budget will fund the final months of data collection for the 2014 LAMB survey and the LAMB Follow-Up Study. Data collection is anticipated to end in Quarter 1 of FY 15-16. Then in Quarter 2 and possibly into the first month of Quarter 3 they will clean and merge data (merging LAMB with birth record data), and calculate sampling weights to adjust for complex study design and non-response bias. The remainder of the fiscal year will be used to conduct analyses and dissemination projects, such as briefs, conference presentations and papers. This budget estimate was calculated by DPH as the minimal amount of money they will need to complete data collection, conduct data cleaning and begin analyses.

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

FY 14-15 was a data collection year and thus the costs were higher. In FY 15-16, the contractor will finish up data collection for both the LAMB and LAMB Follow-Up study, clean and analyze the data, all of which are activities that will cost less than the data collection. The budget is also being reduced from original estimates based on an alignment determination relative to the 2015-2020 Strategic Plan.

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Maternal Infant Hospital Assessment	$0	$105,000	0.0000

Program Summary

This project aims to improve hospital services by piloting a hospital designation system within Best Start Communities based on their cesarean delivery rate as well as other perinatal measures in efforts to increase information available to patients and ultimately reduce cesarean section rates. This project will require the integration of data systems, as designation criteria data will be monitored by the California Maternal Data Center (CMDC), which is managed by the California Maternal Quality Care Collaborative, and hospitals will input their data directly into the CMDC.

This project is aligned with the strategy within the Communities outcome area of the 2015-2020 Strategic Plan to strengthen the capacity of health-related organizations and institutions to improve services and supports within the Best Start Communities.

Spending Plan and Funding Methodology

FY 15-16 funds will be used to finalize research design, conduct a literature review, obtain Institutional Review Board (IRB) approval, and to support the first phase of data collection. The spending plan assumes a contract start date of October 2015.

The requested funding level of $105,000 was based the following:

REVIEWER COSTS: This study will be solicited as a Request for Qualifications, requiring reviewer costs of $3,000 (assumes 5 applicants, 3 reviewers each @ $200 per application).

LABOR COSTS: This study is expected to require about 760 hours of contractor labor in FY 15-16. At around $119/hour (average across staff), this comes to $90,440.

TRAVEL: The contractor may have to travel to First 5 LA for planning meetings and/or data collection. Travel costs are estimated to be $1,500 in FY 15-16.

DIRECT COSTS: This study will have direct costs including printing and making telephone calls. These will cost about $675.

CONTINGENCY: 10% of the total estimated contractor costs (labor + travel + direct costs) has been added for contingency needs. Contingency costs = $9,262

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

This project was anticipated to start in FY 14-15 and was initially planned as a one year project. The FY 14-15 budget was reduced at mid-year due to delays in planning and coordination with LACDPH, with the project expected to begin in FY 15-16. After more discussions with LACDPH and gaining a better understanding of the desired scope of work for the selected contractor, the overall length of the project was increased to 18 months. The FY 15-16 spending plan assumes a contract start date of October 2015, and reflects the anticipated costs through June 2016 only (not the entire 18-month contract). These factors explain the change in funding level.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
SharePoint	$135,000	$0	-1.0000

Program Summary
Costs related to SharePoint have been moved into the Information Technology Operating Budget for FY 15-16.

Spending Plan and Funding Methodology

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Stronger Families Database	$847,000	$880,000	0.0389

Program Summary

The Stronger Families Program (which includes both Welcome Baby and Select Home Visiting) is a critical component of the 2015-2020 Strategic Plan, and the Stronger Families Database is the administrative structure to track the clients served by the program. This budget item will support and continue the build-out of the Stronger Families Database. These data will include client-level information on services, screening, and assessments.

Spending Plan and Funding Methodology

Aside from the ongoing database hosting and maintenance, the system will be expanded in FY 15-16 to include better referral tracking, support Tableau reporting and make changes to the program as approved by the Commission and additional features requested by users. In addition, work will be done to create a consent and data-sharing process with the Children's Data Network to allow data matches to administrative data.

FY 15-16 funds will support the following areas:

DATABASE ($400,000)
The database expansions and changes will take about 2,000 hours of development. At $200/hour, this is $400,000.

PROGRAM DEVELOPMENT AND PROJECT MANAGEMENT ($280,000)
For consultants, staff anticipates using about 1,200 hours of program development/management consultant time at $125/hour, 50 hours of hospital feed consultant time at $100/hour, 1,100 hours of tester time at $50/hour, 600 hours of data-sharing consultant time at $100/hour and 100 hours of HIPAA consultant time at $100/hour.

HOSTING ($200,000)
The web hosting with NetChemistry to make the database available to program staff costs $15,000/month. The hosting to make the Tableau reports available to staff costs $20,000/ year.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
WIC Data Mining Research Partnership	$320,000	$320,000	0.0000

Program Summary

With an emphasis on data in the new strategic plan, WIC can provide both county level and community specific data. 2014 year survey and administrative data is also available to help answer specific questions that may come up during strategic planning implementation. In an effort to collect critical data about low-income families with children aged 0–5 in Los Angeles County (LAC), First 5 LA partnered with PHFE-WIC (WIC) to create the Data Mining Project. Through collaborations with the six other local WIC agencies and the California state WIC Branch, the project will continue to achieve its goal of comprehensive data gathering through its administrative database. This partnership also funded the Los Angeles County WIC Survey (2005, 2008, 2011, and 2014) to collect information to better understand health outcomes and factors associated with the well-being of WIC families. These two ventures provide comprehensive information to health planners, policy makers and community leaders about local families in need– a crucial first step to better serving this vulnerable population.

Spending Plan and Funding Methodology

This contract follows the federal fiscal year. Therefore, staff estimated which costs from the current contract will remain at the end of FY 14-15 and approximately how much will be billed in FY 15-16 from the next contract term. FY 15-16 will consist of continued analysis of 2014 survey data, responding to data requests, research activities and publications, and getting the 2015 WIC administrative data from the state and making it available and user-friendly. A contingency of $10,000 was added to the overall spending estimate to cover tasks that may be delayed and/or completed earlier than anticipated. The remaining activities from the current contract ($95,000, listed below) will cover the cost of data requests, dissemination activities, reports, and getting the 2014 WIC Survey Data on the PHFE WIC and Healthy City websites.

- Estimate of remaining dollars on current contract to be billed in FY 15-16: $95,000
- Estimate of dollars in next contract to be billed in FY 15-16: $215,000
- Contingency: $10,000

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

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Workforce Registry	$500,000	$581,000	0.1620

Program Summary

This project will continue to fund the Child Care Alliance of Los Angeles (CCALA) to operate the offices of the Early Care and Education (ECE) Workforce Registry, which is aligned with the 2015-2020 Strategic Plan and is a proposed strategy within the ECE outcome area in an effort to strengthen the professional development system for ECE providers. CCALA will monitor and manage Registry data, provide technical support to Registry users, outreach to potential Registry users, support the ongoing development and refinement of the data system and pursue data sharing agreements with state and county agencies to expand the Registry to an increased number of users.

Spending Plan and Funding Methodology

Funds will be used to operate the Registry office which includes reviewing and entering data on a daily basis, conducting outreach to new and existing users, and developing strategic relationships with multiple entities. The FY 15-16 budget will increase from the previous year. The following costs are expected for FY 15-16:

- Labor costs: It is estimated that the project will require 8,000 hours of contractor labor in FY 15-16 at $50/hr. Cost estimates for this category are based on spending in previous fiscal years. Total = $400,000.

- Direct costs: The Registry Office will incur some direct costs including travel, continuing database development and refinement, training module design, and data migration. Database development costs will increase from the previous fiscal year because of an increased number of users (up to 15,000 users) as well as expanding the features offered in the Registry system. Direct costs will also include costs to subcontract to provide additional policy and advocacy support for Registry expansion. The total for all direct costs is approximately $181,000. Cost estimates for this category are based on spending in previous fiscal years.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Data Partnership with Funders	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Children's Data Network (CDN)	$1,000,000	$900,000	-0.1000

Program Summary

The Children's Data Network is a significant piece of First 5 LA's approach to making data more accessible and useful to First 5 LA, our stakeholders and others through linking data from various systems. It is an integral part of the 2015-2020 Strategic Plan as part of the Monitoring, Evaluation and Learning Framework currently being developed. First 5 LA will utilize the CDN as an anchor partner to complete various data linkage projects throughout the year that are part of the different outcome areas. Examples of future data linkage projects include linking Welcome Baby data to the Department of Children and Family Services (DCFS) and/or Regional Centers. The Children’s Data Network is a data and research collaborative housed at the University of Southern California (USC) School of Social Work to inform children’s policies and programs through the linkage and analysis of administrative data. Our partners at USC are continuing to work on their sustainability approach and have already received $800,000 over 3 years from the Hilton Foundation to help fund the Children Data Network's efforts. The Children's Data Network is continuing talks with other foundations and agencies around additional funding for specific projects and will likely engage in more funding partnerships throughout the upcoming year.

Spending Plan and Funding Methodology

FY 15-16 funding will cover tasks related to data acquisition (data sharing agreements, applications for access to data), stakeholder outreach and engagement (quarterly meetings, conferences, other events), developing data products through data linkage (reports and partnerships for research), and project management. Infrastructure building will continue to be a focus of the upcoming year, leading to further data partnerships and a sustainability plan.

The budget estimates below are based on previous costs and discussions with the contractor regarding plans for FY 15-16.

STAFF (includes Project Team, USC IT staff, and a Research Scientist):
Staff Salary + Fringe = $410,000

OTHER DIRECT COSTS (includes software, facilities, server, mileage, dissemination, community meetings, publication costs, project supplies, etc.):
Other Direct Costs = $300,000

SUBCONTRACTS/CONSULTANTS (includes website, data support at UCB, ongoing Conditions of Children Report support, etc.):
Other Costs = $190,000

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Best Start Evaluation	$1,105,000	$285,000	-0.7420

Program Summary

The Best Start Evaluation in FY 15-16 will consist of a no-cost extension for the Developmental Evaluation and preparation for a separate comprehensive evaluation of Best Start. The developmental evaluation will describe the ongoing development and evolution of Best Start as related to the core results in the Building Stronger Families Framework. In addition, work will begin on developing and releasing a Request for Proposals (RFP) for the comprehensive Best Start evaluation.

Spending Plan and Funding Methodology

For the Developmental Evaluation, the FY 15-16 budget amount of $226,500 is for remaining deliverable costs in their previous year budget that will carry into FY 15-16 via a no-cost extension.

The expert panel will consist of 10 people and is based on a daily honorarium of $1,000/day for one day, $150 per hour for preparation for 10 hours, $1,500 per expert panel member for travel costs, $3,000 for catering and location costs and $10,000 for a facilitator. The total expert panel costs are rounded from $53,000 to $55,000.

The reviewer costs for the RFP of $3,500 assumes there will be about 8 applications, 3 reviewers each with reviewer costs of approximately $146 per application.

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

The majority of the implementation of the Developmental Evaluation occurred in FY 14-15. In FY 15-16, the Developmental Evaluation will end, which accounts for the great decrease in the budget. The FY14-15 amount was for $1,430,000 and was then adjusted downward at mid-year to $1,105,000.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Countywide Systems Improvement Evaluation	$171,000	$61,000	-0.6432

Program Summary

The purpose of the evaluation is to understand the key accomplishments of the Countywide Systems Improvement (CSI) strategies, to identify barriers and challenges in implementing the strategies, and to provide recommendations about implementing the CSI strategies in the future. The funds will be uses to support data collection and analysis, reporting, and project management.

Spending Plan and Funding Methodology

The funding level requested for FY 15-16 was determined based on which deliverables in the existing contract will be received (and paid for) during FY 15-16. Specifically, the funds will be used for final analysis, report construction and dissemination activities.

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

This project was slated to end in June 2015. However, a no-cost extension was requested to allow the contractor to complete several deliverables in the Summer of 2015. The budget amount requested for FY 15-16 will be used to complete the outstanding deliverables. The decrease in requested funding from FY 14-15 reflects that the project is ending and fewer deliveables will be completed in FY 15-16 than in FY 14-15.

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Early Identification and Intervention - Autism and Other Developmental Delays Evaluation	$5,000	$100,000	19.0000

Program Summary

This project is aligned with the 2015-2020 Strategic Plan in support of the outcome area of Health, Mental Health and Substance Abuse Services Systems. Within this outcome area, First 5 LA will focus on the improved capacity of health, mental health and substance abuse service systems to meet the needs of children prenatal to age 5 and their families. One of the two priority focus areas to achieve this outcome is the increased effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse services systems. This includes advocating for policy and practice changes to support efforts to improve coordination and functioning of developmental screening, assessment, and early intervention programs. The first step in creating these changes is understanding the landscape of developmental screening within LA County. The purpose of this project is to describe the current early identification and developmental screening system in LA County. A solicitation for this evaluation is currently in development, with the goal of starting on July 1, 2015.

Spending Plan and Funding Methodology

The methodology used to estimate the proposed cost was examining other similar evaluations as well as the anticipated deliverables. Staff assumes that an expert will be hired at $150/hour and that the major deliverable will be a report describing current literature, policies, and best practices for implementing developmental screening. In addition, the report will include results from interviews with key agencies that conduct developmental screening across LA County. Staff estimates that this work will take approximately 650 hours x $150/hour = $97,500 and approximately $2,500 in direct costs (e.g., travel, materials).

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

Due to delays in program start-up, the evaluation for this project did not begin in FY 14-15. The FY 15-16 requested funding level is based on a revised evaluation plan.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Home Visiting Evaluation	$727,000	$0	-1.0000

Program Summary

The evaluation of First 5 LA's home visiting investments in FY 14-15 included multiple components:

(1) Welcome Baby Pilot Community Outcomes Evaluation (pilot study)
(2) Medi-Cal Match Feasibility Study
(3) Welcome Baby Implementation and Outcomes Study
(4) Universal Screening Psychometric Study
(5) Welcome Baby Impact Study
(6) Welcome Baby Costs Study

For FY 15-16, the individual Home Visiting Evaluation components are broken out into separate program line items in the Budget as this is a more accurate reflection of they way that they are contracted, budgeted for, and managed. Study #1 is slated to end in June 2015 and thus is not included in the FY 15-16 budget. Studies #2-5 are included as individual lines in the FY 15-16 Program Evaluation initiative budget. Study #6 is not listed in the FY 15-16 budget because it has been temporarily put on hold. The Welcome Baby Costs Study (#6) was placed on hold as it is premature to begin this work until program fidelity is established. Staff anticipates revisiting the goals and the timing of this study on a semi-annual basis to ensure sufficient time to plan and prepare an Request for Proposal (RFP) release.

Spending Plan and Funding Methodology

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

The funding level requested for the Home Visiting Evaluation for FY 15-16 is $0 because the individual home visiting evaluation components are now broken into separate program line items within the Program Evaluation initiative budget. Please see the individual line items for FY 15-16 budget amounts.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Little by Little/One Step Ahead Evaluation	$51,000	$10,000	-0.8039

Program Summary

The current Little By Little Evaluation contract began October 1, 2014 and will end on September 30, 2015. This is the second 12-month contract with Evaluation & Training Institute (ETI). During year one, baseline outcome data was collected. During year 2, ETI completed an implementation evaluation at the 10 WIC sites implementing Little By Little. Since the program does not fit with the 2015-2020 Strategic Plan, staff is proposing to end the evaluation and have any evaluation activities be included in the existing contract with PHFE WIC to administer the Little By Little initiative. The justification is that an evaluation is not needed for future funding decisions and is likely needed for sustainability purposes, which is a major component of the current contract with PHFE WIC. It is expected that cost savings within the current PHFE WIC contract will be sufficient to cover evaluation related costs, without negatively impacting programmatic outcomes.

Spending Plan and Funding Methodology

The current funds ($10,000) will fund the remaining three months of the current contract. During this time, the contractor will write the final implementation evaluation report, revise the report based on First 5 LA feedback, and continue with monthly project calls and project management activities.

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

The current funding is less than last year because this project is ending, with the amount covering the final three months of the contract.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Los Angeles Universal Preschool Evaluation - Universal Preschool Child Outcomes Study	$810,000	$109,000	-0.8654

Program Summary

This project's three areas of focus listed below were informed by First 5 LA's 2015-2020 Strategic Plan efforts related to increasing access to quality early care and education as well as increased family protective factors and parent engagement.

The Universal Preschool Child Outcome Study Phase 8 (UPCOS-8) is the final phase of this study. While the study was planned to end in FY 14-15, a no-cost extension will be required for the completion of several tasks associated with the Dual Language Learner (DLL) Sub-study, which focuses on:

1. The relationship between quality standards (CLASS) and child outcomes for DLLs vs. non-DLLs;
2. What protective factors DLL families have and their relationship to child outcomes; and
3. Family engagement experiences for DLL families versus non-DLL families.

Spending Plan and Funding Methodology

The FY 15-16 budget will be used for final dissemination of findings, including a presentation and two research briefs. The FY 15-16 estimate is based on the agreed-upon cost for the remaining seven tasks expected to be completed during that fiscal year. This amount will not exceed the balance remaining in the current contract.

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

The decrease in funding is due to the fact that the UPCOS project is primarily ending after FY 14-15, with FY 15-16 costs representing the completion of a few remaining tasks.

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Medi-Cal Match Feasibility Study		$45,000	0.0000

Program Summary

Welcome Baby and Select Home Visiting are key strategies in the Families Outcome Area of the 2015-2020 Strategic Plan.

The purpose of this study was to determine the feasibility of obtaining and linking Medi-Cal data with Welcome Baby for a sample of Welcome Baby participants (those interviewed as part of the Welcome Baby Evaluation in Metro LA's Child and Family Survey). The data linkage and analysis will provide new information that was previously unavailable for the women in the Metro LA Welcome Baby Evaluation. Additionally, the analysis will focus on health care utilization differences between the Welcome Baby group and the comparison groups.

For FY 14-15, this study was included in the larger Home Visiting Evaluation line item and the amount budgeted was $67,000. Due to delays in the state Medi-Cal office providing the data necessary to complete the project, staff anticipates the need for a no-cost extension in the amount of $45,000 for the data files, codebooks, and final report.

Spending Plan and Funding Methodology

The no-cost extension will be for the final deliverables, which include the data files, codebooks and the final report. A no-cost extension is necessary due to delays in accessing the linked data from the state. The FY 15-16 amount corresponds to the deliverable costs in the contractor's payment schedule.

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

This project was slated to end in June 2015. However, staff anticipates a no-cost extension will be needed to allow the contractor to complete the final deliverables in the Summer of 2015. The budget amount requested for FY 15-16 will be used to complete the outstanding deliverables. The decrease in requested funding from FY 14-15 reflects that the project is ending and fewer deliveables will be completed in FY 15-16 than what was originally expected for FY 14-15.

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Obesity Prevention & Nutrition Collective Inpact Evaluation	$228,000	$720,000	2.1578

Program Summary

While the 2015-2020 Strategic Plan does not identify obesity prevention as a priority, the focus of this evaluation is on learning from the strategies that do align with the refined strategic approach (i.e., systems and policy change and community capacity building). Additionally, the Strategic Plan has identified moving forward with Collective Impact approaches to our work. This evaluation will be one of the first to look at our investments in this way. A number of stakeholders may be interested in the findings from this evaluation to inform policy or systems change. The findings will ultimately help to clarify what sorts of interventions have the most impact on reducing early childhood obesity in LA County.In an effort to evaluate the collective impact of our nutrition and physical activity investments to help reduce early childhood obesity in LA County, First 5 LA has partnered with a contractor to evaluate the collective impact of these investments. The funds will be used to finalize the evaluation plan, obtain IRB approval, recruit and enroll participants, collect data, generate dissemination plans, and general project management. First 5 LA has invested a significant amount of funds ($65 million) to reduce early childhood obesity rates. These investments focus primarily on systems and policy change and community engagement and capacity building. Only one of the investments (LA MOMS) focuses on direct services.

Spending Plan and Funding Methodology

The budget for this evaluation was determined based on an agreed upon and approved budget for the current 15-month contract beginning in March 2015. The 15-month contract budget is $947,028, with $720,000 of those costs expected to be spent in FY 15-16. The amount estimated below will cover tasks from July 2015 to June 2016, including:

-Developing final evaluation plan: $139,486
-Obtain IRB approval: $27,658
-Recruit & enroll participants: $26,638
-Collect data (focus groups, key informant interviews, extant data acquisition): $232,954
-Initial analysis work: $140,370
-Generating dissemination plan & produce status reports: $48,320
-Project Management (Monthly progress reports and conference calls): $104,574

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

The increase in funding from FY 14-15 is due to the fact that the contractor did not begin work until March 2015, so the previous amount budgeted did not cover an entire year of work.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Parent-Child Interaction Therapy Evaluation	$158,000	$47,000	-0.7025

Program Summary

Because many children participating in Parent-Child Interaction Therapy (PCIT) also have experiences with trauma, practitioners approach PCIT with a trauma-informed lens. This evaluation is aligned with a strategy within the Health, Mental Health, and Substance Abuse Systems outcome area in the 2015-2020 Strategic Plan to promote best practices around trauma-informed care that improve the service delivery system, especially because the emphasis of the evaluation is on the PCIT service delivery system rather than success of the intervention itself.

This evaluation aims to document county and agency efforts undertaken to expand PCIT services, following a 5-year PCIT training program funded by First 5 LA, and to evaluate the preliminary outcomes of the expansion for provider agencies, the county, and PCIT clients.

Spending Plan and Funding Methodology

FY 15-16 funds will be used to support data collection activities, a mid-project report, and an updated work plan.

The requested funding level is based the following activities anticipated for next year (estimates are based on FY 14-15 costs; direct costs are accounted for in these estimates):

Data Use Agreement with the Department of Mental Health: $1,000 [no-cost extension from FY 14-15]
IRB Approval from Department of Mental Health: $1000 [no-cost extension from FY 14-15]
Revised work plan, based on report findings: $3,000 [no-cost extension from FY 14-15]
Ongoing communication (monthly calls + quarterly progress report): $6,500
Stakeholder interviews: $10,000
Mid-project report: $17,000
Data Report and Presentation: $8200

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

This is Year 2 of a 4-year evaluation, with the majority of the evaluation activities occurring in Years 1 and 3. Years 1 and 3 are heavier in data collection to account for mid-project and end-of-project activities, respectively. Year 2 and 4 activities will be minor and consist mainly of data maintenance and wrapping up the evaluation, respectively. This explains the reduction in funding level from Year 1 to Year 2.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Peer Support Groups for Parents Implementation Evaluation	$75,000	$62,000	-0.1733

Program Summary

The purpose of this program is to support the internal evaluation of the Peer Support Group for Parents (PSGP) initiative. The evaluation will allow Children's Institute, Inc. to collect data that will help to improve the program and track the progress of clients participating in the groups in three areas:

1. Social connectedness
2. Knowledge, confidence, and efficacy in parenting skills
3. Awareness and use of resources available to support them as parents

Spending Plan and Funding Methodology

The current contract for this project is from September 30, 2014-October 1, 2015 (therefore including nine months of FY 14-15 and three months of FY 15-16). The evaluation was funded for $75,000 during this contract, with additional funding of up to $37,500 in the final six months of the project (October 1, 2015-March 30, 2016).

The methodology used to determine the FY 15-16 budget was taking 75% of the $75,000 amount budgeted for the 12 months of FY 14-15 and adding a 10% contingency to account for unanticipated fluctuations in spending.

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

There is a decrease in the budget because while the contract was for 12 months last year, it will only be for nine months in FY 15-16.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Professional Development Program Evaluation	$2,565,000	$1,743,000	-0.3204

Program Summary

This evaluation is related to and will inform the Early Care and Education (ECE) outcome area of the 2015-2020 Strategic Plan, specifically the strategy to "strengthen the professional development system for early care and education providers." Findings from this evaluation will provide information about the ECE workforce and professional development system in LA County as well as evidence to support potential activities. Results from the study can be used by numerous stakeholders, including policy makers and other funders. In addition, results will provide information about outcomes for early educators related to their participation in First 5 LA-funded professional development programs, personal characteristics, aspects of the workplace, etc.

The Professional Development Evaluation will continue to fund Mathematica Policy Research to conduct a longitudinal evaluation of the effectiveness of five professional development (PD) programs in First 5 LA's ECE Workforce Development Portfolio. Four of the five programs are implemented through subcontract with LAUP through the ECE Workforce Consortium and are part of First 5 LA's overall investment in the ECE workforce. The five PD programs that are a part of the evaluation include:

(1) Child Development and Education Workforce Initiative (CDWFI)
(2) A Stipend Program for Early Educators (ASPIRE aka CARES Plus)
(3) Family Child Care Higher Education Academy (aka Project Vistas)
(4) Gateways for Early Educators
(5) Early Childhood and Education Professional Learning Communities (ECEPLC)

Spending Plan and Funding Methodology

The funding level requested for FY 15-16 was determined by using the estimated cost per deliverable (for those deliverables expected for FY 15-16) as detailed in the complete 3-year, 7-month Scope of Work submitted for the original project proposal. Major activities include:

PARTICIPANT RECRUITMENT: $130,000
DATA COLLECTION (e.g., instrument development, participant incentives, travel): $1,160,000
DATA ANALYSIS: $90,000
DISSEMINATION OF FINDINGS (e.g., interim reports, study briefs, presentations): $205,000
PROJECT MANAGEMENT (e.g., bi-weekly calls, monthly progress reports): $75,000
Contingency, in case costs differ slightly from what is anticipated = 5%

$1,743,000

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

The most expensive evaluation activity (sample recruitment) took place in FY 14-15. The budget for FY 15-16 is therefore lower compared to the previous year.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Professional Development System Study	$12,000	$340,000	27.3333

Program Summary

The purpose of the Los Angeles County Early Care and Education (ECE) Professional Development System Study is to gain an understanding of the current state of the ECE professional development system in the County to inform First 5 LA's professional development system improvement efforts in the 2015-2020 strategic plan.

Spending Plan and Funding Methodology

FY 15-16 funds will be used to finalize the evaluation plan, convene an advisory group, develop data collection protocols, gain IRB approval, collect data, conduct a literature review, conduct preliminary data analyses, and disseminate preliminary findings.

The spending plan assumes a contract start date of August 2015, with the requested funding level based on the following:

REVIEWER COSTS: This study will be solicited as a Request for Proposals (RFP), requiring reviewer costs of approximately $5,000 (assumes 5 applicants, 3 reviewers each @ $300 per application, rounded).

LABOR COSTS: This study is expected to require about 3,000 hours of contractor time in FY 15-16. At $110/hour (average across staff and tasks), this comes to $330,000.

TRAVEL: The contractor will incur travel expenses for planning meetings, data collection and dissemination activities. Travel costs are estimated to be $4,000 in FY 15-16.

DIRECT COSTS: This study will have direct costs including printing and making telephone calls. These will cost about $1,000.

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

The FY 14-15 budget was based on an evaluation plan that was not implemented, and assumed a contract that began late into the FY 14-15 year. The FY 15-16 requested funding level is based on a revised evaluation plan, and assumes a contract start date of August 2015.

Proposed Budget Fiscal Year: **2015 - 2016**

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Universal Screening Psychometric Study		$170,000	0.0000

Program Summary

Welcome Baby and Select Home Visiting are key strategies in the Families Outcome Area of the 2015-2020 Strategic Plan. This study aligns with the Strategic Plan through the organization's investment in home visiting as it investigates the Modified Bridges for Newborns Screening Tool, which is a key component of the home visiting system.

The purpose of the study is to examine whether the Modified Bridges for Newborns Screening Tool (the Welcome Baby hospital screening tool) is accurately assessing risk among mothers giving birth in Welcome Baby hospitals near or in the 14 Best Start communities. This screening tool triages Best Start mothers into Welcome Baby or Select Home Visiting Services based on their level of risk assessed. The current psychometric study will examine both the reliability and the validity of the Modified Bridges for Newborns Screening Tool. This study was part of the Home Visiting Evaluation program line item in FY 14-15.

Spending Plan and Funding Methodology

While the proposed study will be contracted for 18 months, the FY 15-16 budget will include approximately the first 11 months of this study. The FY 14-15 budget of $5,000 only included reviewer costs for this study.

The current amount will fund data collection for the reliability and validity portions of the study and writing up a report on reliability of the Modified Bridges for Newborns Screening Tool. During FY 15-16, the selected contractor will also obtain IRB approvals. It is estimated that $170,000 will cover the costs of these tasks, which is based on an estimate of approximately 1,360 hours to complete the work at $125 per hour.

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

The FY 15-16 budget will increase because FY 14-15 only included the costs of external reviewers, while FY 15-16 will include the first 11 months of the actual study.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Welcome Baby Impact Study		$360,000	0.0000

Program Summary

Welcome Baby and Select Home Visiting are key strategies in the Families Outcome Area of the 2015-2020 Strategic Plan. The Welcome Baby Impact Study is an integral part of the portfolio of evaluations being used to build an evidence-base for Welcome Baby to help support sustainability efforts.

The purpose of the Welcome Baby Impact Study is to determine if participation in Welcome Baby leads to changes in expected maternal and child variables. The Impact Study is expected to provide information to a variety of stakeholders about the effectiveness of Welcome Baby and to support sustainability efforts (e.g. Pay for Success). This evaluation was included in the Home Visiting Evaluation line item budget in FY 14-15. The original amount included in the previous budget was $5,000 for reviewer costs but was reduced to $0 during the mid-year adjustments since the project did not begin during the fiscal year.

Spending Plan and Funding Methodology

Anticipated contractor activities for FY 15-16 include orientation and planning meetings, hospital engagement, instrument piloting, travel and general project management.

The program costs for the Welcome Baby Impact Study were estimated by identifying potential tasks the contractor will engage in during FY 15-16 and making educated assumptions about the hours required to complete those tasks. Direct costs (e.g. participant incentives) and travel costs were also included in the estimates. Breakdown of tasks and hours are listed below:

- RFP Reviewer Costs: $4,500 (assuming 6 applications, 3 reviewers, with a payment of $250 per application)

- Contractor Labor Costs: $202,500 (approximately 2,025 hours at a rate of $100/hr)

- Travel: $33,000 (assumes contractor is not local - will be cheaper for local evaluators)
    -6 trips @ $5,000 = $30,000
    -$500/month for local traveling x 6 months = $3,000

- Expert Consultant: $120,000 (800 hours @ $150/hour)

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

After the mid-year adjustments, the Welcome Baby Impact budget estimate for FY 14-15 was $0, hence the increase in expected costs for FY 15-16. The project did not get started in FY 14-15 because the program was not deemed mature enough to warrant an impact study at the time.

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Revised Budget	Variance
Welcome Baby Implementation and Outcomes Evaluation		$515,000	0.0000

Program Summary

Welcome Baby and Select Home Visiting are key strategies in the Families Outcome Area of the 2015-2020 Strategic Plan. This study is part of the portfolio of evaluations being used to improve and better understand Welcome Baby and to help support sustainability efforts.

The purpose of the Welcome Baby Implementation and Outcomes Evaluation is to generate implementation and participant outcome findings that can be used by a broad array of Welcome Baby stakeholders when making decisions and mid-course corrections related to the program. The primary goals of the evaluation are to:
1) Understand the factors that affect Welcome Baby program fidelity across replication sites;
2) Document the participant experience in participating in Welcome Baby;
3) Monitor selected Welcome Baby participant outcomes;
4) Understand the relationship between implementation and outcomes; and
5) Develop a process for ongoing implementation and outcomes monitoring.

It should be noted that in FY 14-15, costs related to the Welcome Baby Implementation and Outcomes Evaluation were included under the "Home Visiting Evaluation" program line item. The FY 14-15 amount for this specific evaluation was revised at mid-year to be $127,000 to cover costs related to reviewers and the first three months of implementation starting in April 2015. The amount for FY 15-16 is $515,000, which will cover 12 months of implementation, thus explaining the variance in the budget between FY 14-15 and FY 15-16.

Spending Plan and Funding Methodology

The methodology for developing these costs is based on a composite rate of $171.32 for an estimated total of 3,006 hours. The labor costs include indirect costs as well. Expected tasks include:

1) Orientation and evaluation planning meeting
2) Develop evaluation plan and pilot data collection instruments
3) Plan, collect and analyze primary data
4) Work with Stronger Families Database Team to analyze data from the database
5) Design a system that will sustain monitoring of implementation and outcomes beyond the contract period
6) Manage the project

Direct costs for the project include travel costs, letter agreements for expert reviewers, and data analysis software.

The overall project length is April 2015-September 2017. The costs for the first year of the project are based on the overall project amount of $1.5 million, which was based on tasks and deliverables to be expected for a project of this scale and scope. The FY 15-16 amount reflects the work that will be accomplished in that fiscal year.

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

This evaluation was previously included in the "Home Visiting Evaluation" budget line item for FY 14-15, with an amount included for this study of $127,000. The budget for FY 15-16 is significantly higher because the budget for FY 14-15 only reflected three months of work, versus 12 months for FY 15-16.

ATTACHMENT D:

OPERATING REQUEST – SUMMARIES AND DETAIL TABLES BY DEPARTMENT

SUMMARIES

OPERATING COSTS SUMMARY FY 2015-16

		FY 2014-15			FY 2015-16					
		Approved Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Program	Other Program (MAA)	Total FY 2015-16 Budget	Variance from FY 2014-15
Personnel Services										
	Total Salaries	11,347,496	10,147,754	1,199,742	710,091	3,186,099	8,436,784	54,064	12,387,038	1,039,542
	Total Employee Benefits	3,409,644	2,546,197	863,447	194,998	984,796	2,779,386	21,763	3,980,943	571,299
	Total Personnel Services	**14,757,140**	**12,693,951**	**2,063,189**	**905,089**	**4,170,895**	**11,216,170**	**75,827**	**16,367,981**	**1,610,841**
General Operating Expenses										
6131	ADP Payroll Charges	30,000	27,000	3,000	-	31,000	-	-	31,000	1,000
6132	Workers' Compensation Insurance	123,500	96,173	27,327	-	100,000	-	-	100,000	(23,500)
6202	Utilities	160,000	153,000	7,000	-	155,000	-	-	155,000	(5,000)
6203	Corporate Insurance	73,500	66,136	7,364	-	76,000	-	-	76,000	2,500
6205	Mileage and Parking	63,150	37,203	25,947	6,500	3,550	51,500	300	61,850	(1,300)
6206	Telephones and Modems	75,650	75,888	(238)	-	65,000	-	-	65,000	(10,650)
6207	Cell Phones and Mobile Devices	70,620	32,896	37,724	-	24,250	28,000	-	52,250	(18,370)
6208	Outside Printing	24,500	7,808	16,692	-	2,500	16,700	-	19,200	(5,300)
6209	Other Supplies	12,150	-	12,150	150	12,000	-	-	12,150	-
6210	Postage and Delivery	13,300	13,248	52	-	13,300	-	-	13,300	-
6211	Educational Supplies	5,600	2,175	3,425	-	-	5,300	-	5,300	(300)
6212	Office Supplies	67,980	35,831	32,149	8,500	55,420	19,560	500	83,980	16,000
6214	Subscriptions and Publications	6,850	1,068	5,782	-	4,160	5,900	-	10,060	3,210
6218	Equipment Rental	120,000	120,000	-	-	118,200	-	-	118,200	(1,800)
6220	Building Repairs and Maintenance	195,000	147,129	47,871	-	180,000	-	-	180,000	(15,000)
6221	Equipment Repairs and Maintenance	59,200	780	58,420	-	30,000	2,000	-	32,000	(27,200)
6222	Offsite Storage	20,600	12,110	8,490	-	13,700	10,000	-	23,700	3,100
6223	Hardware and Software Maintenance	166,500	124,160	42,340	-	250,000	8,000	-	258,000	91,500
6230	Miscellaneous Service Charges	57,000	12,000	45,000	-	12,000	-	15,000	27,000	(30,000)
6231	Miscellaneous/Contingency	50,000	-	50,000	50,000	25,000	-	-	75,000	25,000
	Total General Operating Expenses	**1,395,100**	**964,605**	- **430,495**	**65,150**	**1,171,080**	**146,960**	**15,800**	**1,398,990**	**3,890**
Professional Services										
6502	Audit	70,056	33,120	36,936	-	70,000	-	-	70,000	(56)
6504	Legal	175,000	157,000	18,000	175,000	-	-	-	175,000	-
6507	Professional Dues	78,140	28,584	49,556	3,000	24,000	55,100	-	82,100	3,960
6508	First 5 California Association	50,000	50,000	-	50,000	-	-	-	50,000	-
6509	Professional Development	246,550	23,701	222,849	12,100	132,000	66,700	-	210,800	(35,750)
6512	Staff Recruitment	24,500	12,072	12,428	-	25,000	-	-	25,000	500
6514	Commission Stipends	34,000	34,000	-	34,000	-	-	-	34,000	-
6606	Human Resources Related Costs	40,000	18,612	21,388	-	68,000	-	-	68,000	28,000
	Total Professional Services	**718,246**	**357,089**	**361,157**	**274,100**	**319,000**	**121,800**	**-**	**714,900**	**(3,346)**
Consultant Services										
6601	Consultant Fees	1,622,400	804,437	817,963	150,000	885,000	268,000	78,000	1,381,000	(241,400)
6602	Other Professional Fees	239,500	238,246	1,254	-	237,500	-	-	237,500	(2,000)
6603	External Reviewers	4,000	4,000	-	-	5,000	-	-	5,000	1,000
	Total Consultant Services	**1,865,900**	**1,046,683**	**819,217**	**150,000**	**1,127,500**	**268,000**	**78,000**	**1,623,500**	**(242,400)**
Travel and Meeting Expenses										
6701	Airfare	79,292	32,776	46,516	6,600	14,592	64,450	600	86,242	6,950
6702	Program Events	15,000	4,893	10,107	-	-	40,000	-	40,000	25,000
6703	Lodging	83,222	46,985	36,237	4,900	19,726	59,450	800	84,876	1,654
6704	Conference Registration	82,495	67,477	15,018	3,500	32,385	52,600	1,000	89,485	6,990
6706	Local Meetings	159,700	144,845	14,855	17,500	62,300	35,600	500	115,900	(43,800)
6707	Per Diem	39,084	21,616	17,468	3,300	9,568	29,120	500	42,488	3,404
	Total Travel and Meeting Expenses	**458,793**	**318,592**	**140,201**	**35,800**	**138,571**	**281,220**	**3,400**	**458,991**	**198**
Capital Improvements										
6216	Capital Outlay	160,000	95,535	64,465	-	120,000	-	-	120,000	(40,000)
6302	Capital Improvements	-	-	-	-	-	-	-	-	-
	Total Capital Improvements	**160,000**	**95,535**	- **64,465**	**-**	**120,000**	**-**	**-**	**120,000**	**(40,000)**
	Total Operating Expenses	**19,355,179**	**15,476,455**	**3,878,724**	**1,430,139**	**7,047,046**	**12,034,150**	**173,027**	**20,684,362**	**1,329,183**

GOVERNANCE AND EXECUTIVE SUMMARY FY 2015-16

		FY 2014-15	FY 2015-16			
		Approved Budget	Board of Commissioners	Executive	Proposed Budget	Variance from FY 2014-15
Personnel Services						
	Total Salaries	729,723	-	710,091	710,091	(19,632)
	Total Employee Benefits	158,867	-	194,998	194,998	36,131
	Total Personnel Services	**888,590**	**-**	**905,089**	**905,089**	**16,499**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	6,500	3,800	2,700	6,500	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	150	150	-	150	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	8,500	3,500	5,000	8,500	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-		
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	25,000	-	50,000	50,000	25,000
	Total General Operating Expenses	**40,150**	**7,450**	**57,700**	**65,150**	**25,000**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	175,000	-	175,000	175,000	-
6507	Professional Dues	3,000	-	3,000	3,000	-
6508	First 5 California Association	50,000	-	50,000	50,000	-
6509	Professional Development	12,100	9,600	2,500	12,100	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	34,000	34,000	-	34,000	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**274,100**	**43,600**	**230,500**	**274,100**	**-**
Consultant Services						
6601	Consultant Fees	175,000	50,000	100,000	150,000	(25,000)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**175,000**	**50,000**	**100,000**	**150,000**	**(25,000)**
Travel and Meeting Expenses						
6701	Airfare	6,600	1,900	4,700	6,600	-
6703	Lodging	5,400	1,900	3,000	4,900	(500)
6704	Conference Registration	4,900	500	3,000	3,500	(1,400)
6706	Local Meetings	17,500	10,000	7,500	17,500	-
6707	Per Diem	3,300	1,500	1,800	3,300	-
	Total Travel and Meeting Expenses	**37,700**	**15,800**	**20,000**	**35,800**	**(1,900)**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**1,415,540**	**116,850**	**1,313,289**	**1,430,139**	**14,599**

ADMINISTRATION SUMMARY FY 2015-16

		FY 2014-15	FY 2015-16									
		Approved Budget	Chief Administrative	Contract Compliance	Facilities Management	Finance	Grants Management	Human Resources	Information Technology	Office of Strategic Planning and Implementation	Proposed Budget	Variance from FY 2014-15
Personnel Services												
	Total Salaries	2,766,767	230,538	518,929	-	711,750	702,228	313,919	530,410	178,325	3,186,099	419,332
	Total Employee Benefits	805,180	57,615	190,665	-	222,813	226,056	85,898	168,869	32,880	984,796	179,616
	Total Personnel Services	**3,571,947**	**288,153**	**709,594**	**-**	**934,563**	**928,284**	**399,817**	**699,279**	**211,205**	**4,170,895**	**598,948**
General Operating Expenses												
6131	ADP Payroll Charges	30,000	-	-	-	31,000	-	-	-	-	31,000	1,000
6132	Workers' Compensation Insurance	123,500	-	-	-	100,000	-	-	-	-	100,000	(23,500)
6202	Utilities	160,000	-	-	155,000	-	-	-	-	-	155,000	(5,000)
6203	Corporate Insurance	73,500	-	-	-	76,000	-	-	-	-	76,000	2,500
6205	Mileage and Parking	3,100	700	200	-	400	750	-	1,000	500	3,550	450
6206	Telephones and Modems	75,000	-	-	-	-	-	-	65,000	-	65,000	(10,000)
6207	Cell Phones and Mobile Devices	47,720	-	-	-	1,200	1,250	1,200	20,000	600	24,250	(23,470)
6208	Outside Printing	2,000	-	-	-	2,500	-	-	-	-	2,500	500
6209	Other Supplies	12,000	-	-	12,000	-	-	-	-	-	12,000	-
6210	Postage and Delivery	13,300	-	100	13,200	-	-	-	-	-	13,300	-
6211	Educational Supplies	-	-	-	-	-	-	-	-	-	-	-
6212	Office Supplies	38,600	1,500	3,000	29,000	2,000	1,500	2,700	15,000	720	55,420	16,820
6214	Subscriptions and Publications	2,500	-	-	-	-	-	3,800	-	360	4,160	1,660
6218	Equipment Rental	120,000	-	-	118,200	-	-	-	-	-	118,200	(1,800)
6220	Building Repairs and Maintenance	195,000	-	-	180,000	-	-	-	-	-	180,000	(15,000)
6221	Equipment Repairs and Maintenance	56,700	-	-	20,000	-	-	-	10,000	-	30,000	(26,700)
6222	Offsite Storage	13,600	-	-	9,200	-	-	-	4,500	-	13,700	100
6223	Hardware amd Software Maintenance	160,000	-	-	-	-	-	-	250,000	-	250,000	90,000
6230	Miscellaneous Service Charges	12,000	-	-	-	12,000	-	-	-	-	12,000	-
6231	Miscellaneous/Contingency	25,000	-	-	25,000	-	-	-	-	-	25,000	-
	Total General Operating Expenses	**1,163,520**	**2,200**	**3,300**	**561,600**	**225,100**	**3,500**	**7,700**	**365,500**	**2,180**	**1,171,080**	**7,560**
Professional Services												
6502	Audit	70,056	-	-	-	70,000	-	-	-	-	70,000	(56)
6504	Legal	-	-	-	-	-	-	-	-	-	-	-
6507	Professional Dues	19,000	-	500	15,000	1,000	7,000	-	500	-	24,000	5,000
6508	First 5 California Association	-	-	-	-	-	-	-	-	-	-	-
6509	Professional Development	164,000	2,000	10,000	-	3,000	5,000	100,000	10,000	2,000	132,000	(32,000)
6512	Staff Recruitment	24,500	-	-	-	-	-	25,000	-	-	25,000	500
6514	Commission Stipends	-	-	-	-	-	-	-	-	-	-	-
6606	Human Resources Related Costs	40,000	-	-	-	-	-	68,000	-	-	68,000	28,000
	Total Professional Services	**317,556**	**2,000**	**10,500**	**15,000**	**74,000**	**12,000**	**193,000**	**10,500**	**2,000**	**319,000**	**1,444**
Consultant Services												
6601	Consultant Fees	1,222,000	25,000	50,000	-	-	10,000	300,000	250,000	250,000	885,000	(337,000)
6602	Other Professional Fees	239,500	-	-	233,000	-	-	4,500	-	-	237,500	(2,000)
6603	External Reviewers	4,000	-	5,000	-	-	-	-	-	-	5,000	1,000
	Total Consultant Services	**1,465,500**	**25,000**	**55,000**	**233,000**	**-**	**10,000**	**304,500**	**250,000**	**250,000**	**1,127,500**	**(338,000)**
Travel and Meeting Expenses												
6701	Airfare	12,642	1,000	1,500	-	2,800	5,000	1,500	792	2,000	14,592	1,950
6703	Lodging	15,726	1,200	3,500	-	2,700	5,000	4,000	926	2,400	19,726	4,000
6704	Conference Registration	26,245	1,500	3,300	-	1,800	11,985	8,000	1,000	4,800	32,385	6,140
6706	Local Meetings	105,800	1,500	2,000	-	600	1,000	1,200	1,000	55,000	62,300	(43,500)
6707	Per Diem	7,434	1,000	1,300	-	1,900	2,500	1,500	408	960	9,568	2,134
	Total Travel and Meeting Expenses	**167,847**	**6,200**	**11,600**	**-**	**9,800**	**25,485**	**16,200**	**4,126**	**65,160**	**138,571**	**(29,276)**
Capital Improvements												
6216	Capital Outlay	160,000	-	-	-	-	-	-	120,000	-	120,000	(40,000)
6302	Capital Improvements	-	-	-	-	-	-	-	-	-	-	-
	Total Capital Improvements	**160,000**	**-**	**-**	**-**	**-**	**-**	**-**	**120,000**	**-**	**120,000**	**(40,000)**
	Total Department Expenses	**6,846,370**	**323,553**	**789,994**	**809,600**	**1,243,463**	**979,269**	**921,217**	**1,449,405**	**530,545**	**7,047,046**	**200,676**

PROGRAM SUMMARY FY 2015-16

Code	Account	FY 2014-15 Approved Budget	FY 2015-16 Chief Program	Best Start Communities	Community Investments	Policy and Intergov. Affairs	Program Development	Communications and Marketing	Research and Evaluation	Proposed Budget	Variance from FY 2014-15
Personnel Services											
	Total Salaries	7,800,106	247,277	2,439,011	674,331	927,351	1,427,663	1,178,055	1,543,096	8,436,784	636,678
	Total Employee Benefits	2,432,015	59,492	816,164	255,536	291,386	487,084	373,999	495,725	2,779,386	347,371
	Total Personnel Services	**10,232,121**	**306,769**	**3,255,175**	**929,867**	**1,218,737**	**1,914,747**	**1,552,054**	**2,038,821**	**11,216,170**	**984,049**
General Operating Expenses											
6131	ADP Payroll Charges	-	-	-	-	-	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-	-	-	-	-	-
6202	Utilities	-	-	-	-	-	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-	-	-	-	-	-
6205	Mileage and Parking	53,400	500	38,400	800	4,000	2,800	4,000	1,000	51,500	(1,900)
6206	Telephones and Modems	650	-	-	-	-	-	-	-	-	(650)
6207	Cell Phones and Mobile Devices	22,900	-	18,000	3,000	-	5,000	2,000	-	28,000	5,100
6208	Outside Printing	22,500	-	2,500	-	1,200	-	13,000	-	16,700	(5,800)
6209	Other Supplies	-	-	-	-	-	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-	-	-	-	-	-
6211	Educational Supplies	5,600	-	4,800	-	500	-	-	-	5,300	(300)
6212	Office Supplies	20,380	500	6,160	600	3,500	2,000	4,000	2,800	19,560	(820)
6214	Subscriptions and Publications	4,350	500	-	250	2,500	900	1,500	250	5,900	1,550
6218	Equipment Rental	-	-	-	-	-	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-
6221	Equipment Repairs and Maintenance	2,500	-	2,000	-	-	-	-	-	2,000	(500)
6222	Offsite Storage	7,000	-	-	-	-	-	10,000	-	10,000	3,000
6223	Hardware and Software Maintenance	6,500	-	5,000	-	-	-	3,000	-	8,000	1,500
6230	Miscellaneous Service Charges	-	-	-	-	-	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-	-	-	-	-	-
	Total General Operating Expenses	**145,780**	**1,500**	**76,860**	**4,650**	**11,700**	**10,700**	**37,500**	**4,050**	**146,960**	**1,180**
Professional Services											
6502	Audit	-	-	-	-	-	-	-	-	-	-
6504	Legal	-	-	-	-	-	-	-	-	-	-
6507	Professional Dues	56,140	44,000	4,800	1,500	1,500	800	1,000	1,500	55,100	(1,040)
6508	First 5 California Association	-	-	-	-	-	-	-	-	-	-
6509	Professional Development	70,450	1,500	45,000	4,200	3,000	4,000	4,000	5,000	66,700	(3,750)
6512	Staff Recruitment	-	-	-	-	-	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-	-	-	-	-	-
	Total Professional Services	**126,590**	**45,500**	**49,800**	**5,700**	**4,500**	**4,800**	**5,000**	**6,500**	**121,800**	**(4,790)**
Consultant Services											
6601	Consultant Fees	147,400	25,000	50,000	-	-	-	25,000	168,000	268,000	120,600
6602	Other Professional Fees	-	-	-	-	-	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-	-	-	-	-	-
	Total Consultant Services	**147,400**	**25,000**	**50,000**	**-**	**-**	**-**	**25,000**	**168,000**	**268,000**	**120,600**
Travel and Meeting Expenses											
6701	Airfare	59,350	1,200	22,500	7,600	15,000	7,000	6,000	5,150	64,450	5,100
6702	Program Events	15,000	-	-	-	40,000	-	-	-	40,000	25,000
6703	Lodging	61,526	1,200	16,050	7,100	7,000	7,500	6,000	14,600	59,450	(2,076)
6704	Conference Registration	49,550	1,500	15,000	11,400	7,000	11,000	3,500	3,200	52,600	3,050
6706	Local Meetings	35,400	1,700	20,000	800	6,000	2,600	500	4,000	35,600	200
6707	Per Diem	27,930	900	8,470	2,700	4,000	3,550	2,500	7,000	29,120	1,190
	Total Travel and Meeting Expenses	**248,756**	**6,500**	**82,020**	**29,600**	**79,000**	**31,650**	**18,500**	**33,950**	**281,220**	**32,464**
Capital Improvements											
6216	Capital Outlay	-	-	-	-	-	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**10,900,647**	**385,269**	**3,513,855**	**969,817**	**1,313,937**	**1,961,897**	**1,638,054**	**2,251,321**	**12,034,150**	**1,133,503**

OTHER PROGRAM ACTIVITIES SUMMARY FY 2015-16
(Medi-Cal Administrative Activities)

		FY 2014-15	FY 2015-16		
		Approved Budget	Medi-Cal Administration	Proposed Budget	Variance from FY 2014-15
Personnel Services					
	Total Salaries	50,900	54,064	54,064	3,164
	Total Employee Benefits	13,582	21,763	21,763	8,181
	Total Personnel Services	**64,482**	**75,827**	**75,827**	**11,345**
General Operating Expenses					
6131	ADP Payroll Charges	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-
6202	Utilities	-	-	-	-
6203	Corporate Insurance	-	-	-	-
6205	Mileage and Parking	150	300	300	150
6206	Telephones and Modems	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-
6208	Outside Printing	-	-	-	-
6209	Other Supplies	-	-	-	-
6210	Postage and Delivery	-	-	-	-
6211	Educational Supplies	-	-	-	-
6212	Office Supplies	500	500	500	-
6214	Subscriptions and Publications	-	-	-	-
6218	Equipment Rental	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-
6222	Offsite Storage	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-
6230	Miscellaneous Service Charges	45,000	15,000	15,000	(30,000)
6231	Miscellaneous/Contingency	-	-	-	-
	Total General Operating Expenses	**45,650**	**15,800**	**15,800**	**(29,850)**
Professional Services					
6502	Audit	-	-	-	-
6504	Legal	-	-	-	-
6507	Professional Dues	-	-	-	-
6508	First 5 California Association	-	-	-	-
6509	Professional Development	-	-	-	-
6512	Staff Recruitment	-	-	-	-
6514	Commission Stipends	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-
	Total Professional Services	**-**	**-**	**-**	**-**
Consultant Services					
6601	Consultant Fees	78,000	78,000	78,000	-
6602	Other Professional Fees	-	-	-	-
6603	External Reviewers	-	-	-	-
	Total Consultant Services	78,000	78,000	78,000	-
Travel and Meeting Expenses					
6701	Airfare	700	600	600	(100)
6703	Lodging	570	800	800	230
6704	Conference Registration	1,800	1,000	1,000	(800)
6706	Local Meetings	1,000	500	500	(500)
6707	Per Diem	420	500	500	80
	Total Travel and Meeting Expenses	**4,490**	**3,400**	**3,400**	**(1,090)**
Capital Improvements					
6216	Capital Outlay	-	-	-	-
6302	Capital Improvements	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**
	Total Department Expenses	**192,622**	**173,027**	**173,027**	**(19,595)**

DETAIL BY DEPARTMENT

BEST START COMMUNITIES

Authorized Positions

Director	1
Assistant Directors	2
Senior Program Officers	5
Program Resources Manager	1
Program Officers	15
Administrative Assistants	2
Program Support Staff (term-limited)	6
Total	**32**

The Best Start Communities (BSC) Department is responsible for overseeing First 5 LA's place-based effort and community capacity building activities, including coordination with other departments to ensure the integration of the countywide strategies at the community level. The BSC FY 15-16 Operating Budget has been structured around implementing the 2015-2020 Strategic Plan. The seven (7) components of Best Start budget will continue to be supported by the BSC Department are outlined below.

1. Best Start Metro LA support is provided by Para Los Niños (PLN), a community-based organization that serves as the lead agency for this community. PLN will continue to provide infrastructure support and coaching to the Community Partnership to lead community mobilization and leadership development activities at the neighborhood, organization and community levels.

2. Long-Term Business Model Transition funding will support the implementation of Best Start by partnering with external organizations to support the 14 communities.

3. Partnership Capacity Building supports the Community Partnerships' ability to lead a broad community change agenda and processes via training and technical assistance. Includes capacity building for cross-community learning, resident and stakeholder leadership development, research and evaluation, communications and other support that help to increase the skills of parents, residents and stakeholders to sustain Best Start outcomes and results.

4. Partnership Support includes infrastructure supports necessary for the Community Partnerships to convene, have effective discussions and take action. The BSC Department anticipates using external partners to provide support to 13 Best Start communities (i.e., does not include funding to support Best Start Metro LA).

5. Resident Engagement includes outreach and connections with parents, residents and other community stakeholders to increase their opportunities to inform and lead a common vision as well as a results-focused agenda.

6. Results-Focused Actions to support Community Partnerships in identifying and implementing actions that lead to achieving the community and family-level core results. Also supports increasing the capacities of Community Partnerships to use data, implement evaluation activities, track performance, and formalize feedback loops for continuous quality improvement.

7. Marketing and Communications support community-specific and general cross-community marketing and public education efforts that build awareness and understanding of Best Start across the broader population in all 14 communities.

BSC Department staff have a variety of responsibilities that include:

- Program planning related to developing, refining and implementing components of the 2015-2020 Strategic Plan, Communities Outcome Area;
- Leveraging and mobilizing resources to advance Best Start.
- Developing tools and materials;
- Developing funding mechanisms (i.e., solicitations and RFP/Qs) related to implementing Results-Focused Actions;
- Negotiating, executing and monitoring contracts to ensure successful implementation of activities and achievement of objectives and outcomes; monitoring contractor performance, timeline and deliverables; and guiding, advising and problem-solving as needed and/or requested by contractors;
- Providing technical assistance to Community Partnerships, vendors and contractors;
- Managing relationships with community members including parents, residents, businesses, organizations (i.e., public and private) and funders;
- Reporting on Best Start activities via stories, videos, and media; Board updates (e.g., reports, presentations and discussions); and evaluation reports; and
- Transitioning support of the Community Partnerships to external partner organizations.

BEST START COMMUNITIES

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	2,401,105	2,237,007	(164,098)	2,439,011	37,906
	Total Employee Benefits	814,908	582,326	(232,582)	816,164	1,256
	Total Personnel Services	**3,216,013**	**2,819,333**	**(396,680)**	**3,255,175**	**39,162**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	38,000	22,394	(15,606)	38,400	400
6206	Telephones and Modems	650	888	238	-	(650)
6207	Cell Phones and Mobile Devices	14,000	9,057	(4,943)	18,000	4,000
6208	Outside Printing	2,500	120	(2,380)	2,500	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	5,100	1,999	(3,101)	4,800	(300)
6212	Office Supplies	5,980	3,179	(2,801)	6,160	180
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	2,500	-	(2,500)	2,000	(500)
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	5,000	-	(5,000)	5,000	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**73,730**	**37,637**	**(36,093)**	**76,860**	**3,130**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	5,100	-	(5,100)	4,800	(300)
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	49,750	4,392	(45,358)	45,000	(4,750)
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**54,850**	**4,392**	**(50,458)**	**49,800**	**(5,050)**
Consultant Services						
6601	Consultant Fees	50,000	-	(50,000)	50,000	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**50,000**	**-**	**(50,000)**	**50,000**	**-**
Travel and Meeting Expenses						
6701	Airfare	22,500	5,392	(17,108)	22,500	-
6703	Lodging	16,050	9,843	(6,207)	16,050	-
6704	Conference Registration	15,000	15,000	-	15,000	-
6706	Local Meetings	20,000	20,000	-	20,000	-
6707	Per Diem	8,470	3,093	(5,377)	8,470	-
	Total Travel and Meeting Expenses	**82,020**	**53,328**	**(28,692)**	**82,020**	**-**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**3,476,613**	**2,914,690**	**(561,923)**	**3,513,855**	**37,242**

Best Start Communities
Budget Detail

Personnel Services

Salaries
Provides compensation for full-time permanent and term-limited staff positions.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business. It is projected that staff will be utilizing their mileage and parking reimbursements due to the activities of the department. Staff will participate in a number of external meetings that relate to Best Start community activities, networking and staff development. Mileage expenses are projected to be higher in FY 15-16 due to an increase in the number of BSC staff, as well as an increased level of activity in the 14 Best Start communities related to the implementation of Results-Focused Actions, capacity building, learning communities, and increased opportunities for staff development.

6206 Cell Phones and Mobile Devices
Provides for up to $50 per month for BSC staff working in the field to cover expenses related to data and messaging. Cell phone expenses will be higher in FY 15-16 due to the increased number of staff eligible for monthly reimbursement.

6207 Outside Printing
Provides for expenses related to department-wide external printing. Examples of materials include high-volume First 5 LA literature and handouts for Community Partnership meetings and mailings.

6211 Educational Supplies
Includes books, videos and other educational resources related to place-based work. Books will be purchased for the BSC Department resource library and for individual staff. Topics of books and educational resources that will be purchased include those related to professional development, community change efforts, etc.

6212 Office Supplies
Provides funds to purchase general office supplies for the department at an estimate of $15 per month per staff member. This line item also includes an additional boxes of paper per month as requested to cover the extensive amounts of printing for the department and ink cartridges for the BSC Director's printer (approximately $200 each).

6221 Equipment Repairs and Maintenance
Supports ongoing maintenance necessary to maintain and operate department equipment, such as interpretation headsets and receivers.

6223 Hardware and Software Maintenance
Includes funds to purchase software (e.g., Salesforce, NationBuilder, etc.) that can be integrated with an automated contact management system.

Professional Services

6507 Professional Dues
Provides for member to professional associations in order to increase staff's exposure to networking and opportunities to further their connections to professionals implementing place-based and other relevant grantmaking efforts (e.g., Emerging Practitioners in Philanthropy, Hispanics in Philanthropy, Southern California Blacks in Philanthropy, etc.)

6509 Professional Development
This line item includes support for individual and group professional development activities. Professional development activities will be in alignment with department goals and be applicable to the roles staff will play in support of the Best Start communities. Each BSC staff member will have access staff development funding specific to the Best Start program content areas to be determined annually in consultation with their direct supervisor (e.g., annual membership dues to Fred Pryor Seminars)

In addition to individual professional development opportunities, group staff development opportunities will be offered to help staff fulfill their roles as liaisons to the 14 Best Start communities. Examples of training resources that may be accessed by staff include those offered by: The Center for Non-Profit Management, Southern California Grants Managers Network, Southern California Grantmakers, etc.

Consultant Services

6601 Consultant Fees
Provides for expenses related to additional consultants that may be required to support department activities related to the

implementation of Best Start. Examples of areas where consultants may work with staff include:

- Facilitation of Staff and Manager Retreats
- Communications Coaching
- Conflict Resolution
- External Partnership Relationship Management

Travel and Meeting Expenses

Includes funds for registration fees for BSC staff to attend and present at place-based related conferences and trainings. These funds also cover the BSC Director's trips to First 5-related and other meetings related to advancing learning from and connections to other place-based and community change efforts. Examples of conferences that staff may attend during FY 15-16 include:

Conference/Location/Date	**Participants**	**Anticipated Expenses**
2015 Alliance National Conference (Alliance for Strong Families and Communities) St. Louis, MO (October 14-16, 2015)	4-5 BSC Staff (Managers, SPOs, POs)	Registration, Airfare, Lodging, Transportation, and Per Diem
Grants Managers Network Annual Conference New Orleans, LA (March 14-16, 2016)	2-4 BSC Staff (Managers, SPOs, POs)	Registration (approx. $650/person), Airfare, Lodging, Transportation, and Per Diem
Grantmakers for Effective Organizations Location and Date: TBD	2-4 BSC Staff (Managers, SPOs, POs)	Registration (approx. $800/person), Airfare, Lodging, Transportation, and Per Diem
Southern California Grantmakers Location and Date: TBD	4-5 BSC Staff (Managers, SPOs, POs)	Registration and Mileage

6701 Airfare
Provides for airfare to and from professional conferences or trainings outside of the Los Angeles area.

6703 Lodging
Provides for lodging at professional conferences or trainings outside of the Los Angeles County and 100 miles or more.

6704 Conference Registration
Provides for registration expenses for professional conferences or trainings. Examples include: Grantmakers for Effective Organizations, Alliance for Strong Families and Communities, Grants

Managers Network, First 5 California and First 5 Association convenings.

6706 Local Meetings

Provides for expenses related to internal and external meetings attended by Commissioners, staff and guests. Ongoing meeting support for Community Partnership members to actively participate in Commission-related meetings is also anticipated (e.g., interpretation).

6707 Per Diem

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County.

BOARD OF COMMISSIONERS

<u>Authorized Positions</u>

Commissioners	9

Michael D. Antonovich,
Los Angeles County Supervisor, Chair
Philip L. Browning, Vice Chair
Judy Abdo
Nancy Haruye Au
Jane Boeckmann
Duane Dennis
Sandra Figueroa-Villa
Marvin J. Southard, D.S.W.
Joseph Ybarra Jr., Ph.D.

Ex-Officio Commissioners	4

Patricia Curry
Cynthia A. Harding, M.P.H.
Karla Pleitéz Howell
Deanne Tilton

Alternate Commissioners	5

Suzanne Bostwick
Terry Ogawa
Rhelda Shabazz
Sylvia S. Swilley, M.D.
Christopher Thompson, M.D.

Total	**18**

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

BOARD OF COMMISSIONERS

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	-	-	-	-	-
	Total Employee Benefits	-	-	-	-	-
	Total Personnel Services	**-**	**-**	**-**	**-**	**-**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	3,800	3,800	-	3,800	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	150	-	(150)	150	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	3,500	3,072	(428)	3,500	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**7,450**	**6,872**	**(578)**	**7,450**	**-**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	-	-	-	-	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	9,600	-	(9,600)	9,600	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	34,000	34,000	-	34,000	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**43,600**	**34,000**	**(9,600)**	**43,600**	**-**
Consultant Services						
6601	Consultant Fees	50,000	20,160	(29,840)	50,000	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**50,000**	**20,160**	**(29,840)**	**50,000**	**-**
Travel and Meeting Expenses						
6701	Airfare	1,900	-	(1,900)	1,900	-
6703	Lodging	1,900	-	(1,900)	1,900	-
6704	Conference Registration	500	-	(500)	500	-
6706	Local Meetings	10,000	7,169	(2,831)	10,000	-
6707	Per Diem	1,500	-	(1,500)	1,500	-
	Total Travel and Meeting Expenses	**15,800**	**7,169**	**(8,631)**	**15,800**	**-**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**116,850**	**68,201**	**(48,649)**	**116,850**	**-**

Board of Commissioners
Budget Detail

General Operating Expenses

6205 Mileage and Parking
Mileage reimbursement and payment of parking expenses to Commissioners when private vehicles are used in the course of conducting Commission business.

6209 Other Supplies
Payment of expenses related to supplies other than administrative (e.g. plaques, awards, etc.).

6212 Office Supplies
Purchase of general office supplies used for administrative support to the Board of Commissioners.

Professional Services

6504 Legal
Payment for legal services has been consolidated to the Executive Budget for this fiscal year.

6509 Professional Development
Payment of Professional Development expenses for the Board of Commissioners. The budget is anticipated to be used for two Board professional development events including honorarium fees and travel for speakers.

6514 Commission Stipends
Payment of 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 Committees, and special meetings.

Consultant Services

6601 Consultant Fees
Payment for transcription services for Board of Commission meetings, Board evaluation and Executive Director's evaluation.

Travel and Meeting Expenses

Professional Conferences and Legislative meetings in Sacramento, California in which Commissioners may attend. Conferences in various locations (Zero to Three, First 5 California, First 5 California Pre-Conference Institute). Estimated travel expenses include registration, lodging, mileage and per diem. Funding levels assumes one Commissioner will attend legislative meetings in Sacramento once per quarter.

Attendee(s): Commissioners (9), Ex-Officio Commissioners (4), Alternate Commissioners (5)

6701 Airfare
Payment of airfare expenses to and from professional conferences and seminars outside of the Los Angeles area.

6703 Lodging
Payment for lodging at multi-day professional conferences outside of the Los Angeles area.

6704 Conference Registration
Payment of registration expenses for professional conferences and seminars.

6706 Local Meetings
Payment of expenses related to meetings attended by Commissioners, County Counsel, legal counsel, staff and guests.

6707 Per Diem
Travel stipend for various daily expenses incurred while attending professional conferences and seminars outside of the Los Angeles area.

CHIEF ADMINISTRATIVE

Authorized Positions

Chief Administrative Officer	1
Executive Assistant	1
Total	**2**

This Department is responsible for managing the internal organizational administrative processes to provide the Commission with support in the areas of finance, information technology, contract compliance, facilities and grants management.

CHIEF ADMINISTRATIVE

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2013-14 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	123,707	56,206	(67,501)	230,538	106,831
	Total Employee Benefits	31,980	18,022	(13,958)	57,615	25,635
	Total Personnel Services	**155,687**	**74,228**	**(81,459)**	**288,153**	**132,466**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	-	-	-	700	700
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	-	-	-	1,500	1,500
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**-**	**-**	**-**	**2,200**	**2,200**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	-	-	-	-	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	-	-	-	2,000	2,000
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**-**	**-**	**-**	**2,000**	**2,000**
Consultant Services						
6601	Consultant Fees	-	-	-	25,000	25,000
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**25,000**	**25,000**
Travel and Meeting Expenses						
6701	Airfare	-	-	-	1,000	1,000
6703	Lodging	-	-	-	1,200	1,200
6704	Conference Registration	-	-	-	1,500	1,500
6706	Local Meetings	-	-	-	1,500	1,500
6707	Per Diem	-	-	-	1,000	1,000
	Total Travel and Meeting Expenses	**-**	**-**	**-**	**6,200**	**6,200**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**155,687**	**74,228**	**(81,459)**	**323,553**	**167,866**

Chief Administrative
Budget Detail

Personnel Services

Salaries
Provides compensation for full time and temporary employees.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

6212 Office Supplies
Provides general office supplies for the department staff.

Professional Services

6509 Professional Development
Provides for professional development training opportunities.

Consultant Services

6601 Consultant Fees
Provides for payment to Consultants and Contractors hired to provide support to the office of the CAO.

Travel and Meeting Expenses

GFOA National Conferences and attendance at First 5 Association and State Commission Conferences and meetings. Attendance at the conferences will provide updates to best practices; policies and latest trends that will serve to improve the efficiency of First 5 LA in the area of administration. Attendance at First 5 State and Association meetings will provide important updates and information relevant to First 5 LA. Estimated travel expenses include registration, airfare, lodging, and per diem.

Attendee: Chief Administrative Officer

6701 Airfare
Provides for airfare to and from professional conferences outside of the Los Angeles area.

6703 Lodging
Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

6704 Conference Registration
Provides for registration expenses for professional conferences.

6706 Local Meetings
Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

6707 Per Diem
Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

CHIEF PROGRAM

Authorized Positions

Chief of Programs and Planning	1
Executive Assistant	1
Total	**2**

The Chief of Programs and Planning (CPP) is a member of the Executive team and has the following responsibilities.

- Oversees all service programs for First 5 LA, and has overall strategic and operational responsibility for all program areas.
- Provides oversight and policy leadership to staff in the areas of grantmaking, implementation and strategic planning activities involving the organization's program departments described below.
- Supports coordination, collaboration and integration across the organization while also supporting the needs of grantees and contractors.
- Promotes the identification and establishment of strategic relationships with public and private sector stakeholders that advance First 5 LA goals and desired results.
- Works closely with the Executive Director, Chief Operating Officer to ensure alignments between program and the organization's administration including making sure that internal policies and procedures are followed and that the goals and priorities consistent with the strategic plan and other objectives as established by Executive Director are met.

PROGRAM DIVISION
Programmatic departments are led by the Chief of Programs and Planning (CPP); the CPP is responsible for overseeing First 5 LA's programmatic activities, including those required to both establish and meet the goals of the strategic plan, such as program development, countywide and place-based activities, research and evaluation, communication and policy/advocacy efforts. Department directors managing those activities report to the CPP.

Best Start Communities Department
This department is responsible for overseeing the place-based programs and community capacity building activities, including coordination with other departments to ensure the integration of the countywide strategies at the community level.

Community Investments Department
This department is responsible for initiating, developing and sustaining strong and effective resource mobilization public/private partnerships with key stakeholders

that have shared strategic value to First 5 LA at a local, state and national level. The department facilitates board, cross sector, community and grantee efforts to leverage fiscal and non-fiscal resources in order to ensure the sustainability of their work supporting young children and their families.

Program Development Department
This department is responsible for the development, design and enhancement of First 5 LA programs, ensuring they are aligned with the strategic plan priority goals, strategies and outcomes.

Research and Evaluation Department
The Research and Evaluation Department (R&E) Department is responsible for the design and implementation of the Commission's Accountability and Learning framework, for developing and implementing a broad research agenda, and contribute to the broader evidence base within early childhood development. The R&E Department is also charged with defining, implementing and support the Commission's data development.

CHIEF PROGRAM

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	-	-	-	247,277	247,277
	Total Employee Benefits	-	-	-	59,492	59,492
	Total Personnel Services	**-**	**-**	**-**	**306,769**	**306,769**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	500	-	(500)	500	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	500	343	(157)	500	-
6214	Subscriptions and Publications	500	120	(380)	500	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**1,500**	**463**	**(1,037)**	**1,500**	**-**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	44,000	-	(44,000)	44,000	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	1,500	-	(1,500)	1,500	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**45,500**	**-**	**(45,500)**	**45,500**	**-**
Consultant Services						
6601	Consultant Fees	50,000	900	(49,100)	25,000	(25,000)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**50,000**	**900**	**(49,100)**	**25,000**	**(25,000)**
Travel and Meeting Expenses						
6701	Airfare	1,200	691	(509)	1,200	-
6703	Lodging	1,200	552	(648)	1,200	-
6704	Conference Registration	1,500	1,500	-	1,500	-
6706	Local Meetings	1,700	-	(1,700)	1,700	-
6707	Per Diem	900	469	(431)	900	-
	Total Travel and Meeting Expenses	**6,500**	**3,212**	**(3,288)**	**6,500**	**-**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**103,500**	**4,575**	**(98,925)**	**385,269**	**281,769**

Chief Program
Budget Detail

Personnel Services

Salaries
Provides compensation for full time and temporary employees.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

6212 Office Supplies
Provides for general office supplies for Department staff.

6214 Subscriptions and Publications
Provides for subscription services and publications of professional organizations.

Professional Services

6507 Professional Dues and Memberships
Provides for dues and memberships to professional organizations, including: Southern California Grantmakers ($15,000); Grantmakers in Children, Youth and Families; Membership will provide opportunities for staff to participate in organization-sponsored events, develop expertise in their respective fields, build relationships with other diverse stakeholders (such as practitioners, funders, policymakers, researchers, and others), and increase First 5 LA's presence in the field.

6509 Professional Development
Provides funds for the Chief of Programs and Planning to attend conferences and/or local training seminars on various topics including but not limited to leveraging resources, strategic planning, leadership, capacity building, workforce diversity, children development, foundation giving, place-based initiatives.

Consultant Services

6601 Consultant Fees
Provides funds for consultant needs in support of the Program Division.

Travel and Meeting Expenses

Professional conferences, various locations (First 5 Association of California, foundations-related conferences, 0-5 related conferences). Estimated travel expenses include registration, lodging, mileage and per diem.

Attendee: Chief of Programs and Planning

Site visits to organizations with best practices in the services that Fist 5 LA provides or is planning to provide, and meetings with best practices foundations, organizations in similar line of business. Estimated travel expenses include registration, lodging, mileage and per diem.

Attendee: Chief of Programs and Planning

6701 Airfare
Provides for airfare to and from professional conferences outside of the Los Angeles area.

6703 Lodging
Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

6704 Conference Registration
Provides for registration expenses for professional conferences.

6706 Local Meetings
Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

6707 Per Diem
Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

COMMUNICATIONS AND MARKETING

Authorized Positions

Director	1
Assistant Director	1
Countywide Marketing Manager	1
Place-Based Marketing Manager	1
Communications Manager	1
Communications Officer II - Best Start	3
Communications Officer II	1
Graphic Artist Designer	1
Writer/Editor II	1
Webmaster	1
Marketing Event/Project Coordinator	1
Best Start Digital Content Coordinator	1
Social Media Coordinator	1
Administrative Assistant	1
Total	**16**

The Communications and Marketing Department is responsible for the maintenance of First 5 LA's positive public image and reputation, internal and external communications, public education programs, publication/collateral materials design and production (including agency letterhead and business cards), electronic publications (websites, social media channels), media relations, crisis communications, countywide and place-based marketing and customer service and community outreach efforts. The department supports the activities of all other First 5 LA departments to ensure that information on each of the Commission's activities is communicated accurately and consistently and in alignment with the 2015-2020 Strategic Plan priority goals, strategies and outcomes.

The new Strategic Plan places an important emphasis on policy and systems change across the goal areas of Families, Communities, Early Care and Education and Health-systems. The department will work with program, policy, and research staff to develop and execute communications strategies to advance the new plan's goals and priority focus areas. With the Strategic Plan's shift in emphasis, the department will work to leverage opportunities that demonstrate the impact our investments are having and to illustrate what policy and systems change can mean for children prenatal to age 5 and their families.

In addition, Communications and Marketing staff manages the annual Conference Grant award process as well as response to requests pursuant to the California Public Records Act.

The Department is structured to provide focused support in several different areas.

The **Countywide Communications and Marketing staff** provide creative and strategic counsel and oversight for social marketing, public relations, community outreach and public education efforts that support the goals associated with the 2015–2020 Strategic Plan and provide communications and marketing support and guidance to First 5 LA's programmatic efforts. This includes:

- Social marketing campaigns that will lead to the development of the Protective Factors within families and how early brain development can be enhanced by parent engagement;
- The use of social media as a tool to build a community of advocates across L.A. County;
- Developing partnerships that help to build awareness of parents at the center of a young child's life and demonstrate First 5 LA's commitment to collaboration;
- Ensuring that Welcome Baby/Select Home Visiting grantees are effectively communicating First 5 LA messages and connecting with Best Start Communities to market the investment;
- Working with Policy and Inter-Governmental Affairs staff, consultants and grantees to create media-worthy events that advance our policy priorities; and
- In concert with Research & Evaluation staff and consultants, producing accessible materials (in print, video or online) that demonstrate the impact of First 5 LA's efforts and then distribute that material to appropriate audiences.

Other responsibilities include:

- The maintenance and development of print materials such as a quarterly Family Guide with a circulation of nearly 175,000 countywide, traditional print and electronic media advertising creation and placements, and participation in local and regional community events;
- The management and maintenance of the Commission's various digital properties (web and social media). This includes the development of appropriate editorial content for the organization's various stakeholder groups (parents, community members, elected officials, service providers, academics, foundations and other);
- Coordinating the organization's presence at community events and the attendance and training of the part-time event staff;
- Overseeing the work of a variety of freelance and contracted consultants who provide editorial, design and strategic counsel;
- Ongoing management of relationships with traditional print and electronic media outlets in the Los Angeles Metro media market as well as other regional and national outlets. This work also includes proactive outreach to these outlets as well as engagement with smaller publications located in Best Start communities;

- The development and distribution of media releases and story pitches to raise awareness of Commission actions and initiatives. When appropriate, working with grantees, Commissioners and Supervisorial offices to do the same;
- Media monitoring, including overseeing a summary of relevant media stories;
- Oversight of internal communications, and the creation of internal communications messages;
- Working with the Executive staff, and other staff as appropriate, to create speeches and Op-Eds; and
- The development of messaging and talking points, and any associated training (both for staff and Commissioners).

Place-Based Marketing staff oversee the marketing and communications associated with the *Best Start* effort. The staff provide strategic communications counsel supporting parent and resident engagement as well as other marketing and communications activities in each community. Communications staff members work side-by-side with Best Start Department staff on every step of the community engagement process, and oversee the work of outside communications consultants when needed. Specific responsibilities include:

- Support for Best Start Program Officers, Leadership and consultant teams in effectively sharing the Best Start story, engaging stakeholders in the vision of the effort, and bringing stakeholders along with each stage of the evolution of Best Start. This includes robust messaging support and the development of collateral materials to tell the story (infographics, videos, etc.);
- Facilitate communications across consultant teams and communities;
- Support the work of the communications capacity builders by providing guidance on leveraging the First 5 LA brand and communications channels. Staff will also ensure that communications developed within communities adhere to First 5 LA style and best represent the brand and messaging; and
- Ongoing marketing including website, social media and outreach events.

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	1,114,824	809,676	(305,148)	1,178,055	63,231
	Total Employee Benefits	333,561	212,358	(121,203)	373,999	40,438
	Total Personnel Services	**1,448,385**	**1,022,034**	**(426,351)**	**1,552,054**	**103,669**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	7,000	3,623	(3,377)	4,000	(3,000)
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	2,000	2,000	-	2,000	-
6208	Outside Printing	19,000	4,830	(14,170)	13,000	(6,000)
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	6,000	1,730	(4,270)	4,000	(2,000)
6214	Subscriptions and Publications	1,000	504	(496)	1,500	500
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	7,000	3,074	(3,926)	10,000	3,000
6223	Hardware and Software Maintenance	1,500	48	(1,452)	3,000	1,500
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**43,500**	**15,809**	**(27,691)**	**37,500**	**(6,000)**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	1,000	1,000	-	1,000	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	3,000	-	(3,000)	4,000	1,000
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**4,000**	**1,000**	**(3,000)**	**5,000**	**1,000**
Consultant Services						
6601	Consultant Fees	20,000	-	(20,000)	25,000	5,000
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**20,000**	**-**	**(20,000)**	**25,000**	**5,000**
Travel and Meeting Expenses						
6701	Airfare	5,500	1,275	(4,225)	6,000	500
6703	Lodging	5,800	997	(4,803)	6,000	200
6704	Conference Registration	3,200	1,200	(2,000)	3,500	300
6706	Local Meetings	1,400	-	(1,400)	500	(900)
6707	Per Diem	2,200	852	(1,348)	2,500	300
	Total Travel and Meeting Expenses	**18,100**	**4,324**	**(13,776)**	**18,500**	**400**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**1,533,985**	**1,043,167**	**(490,818)**	**1,638,054**	**104,069**

Communications and Marketing
Budget Detail

Personnel Services

Salaries
Provides compensation for full-time and temporary employees. Temporary employees include community event support staff.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

6207 Cell Phones and Mobile Devices
Provides for up to $50 per month for each staff working in the field to cover expenses related to data and messaging.

6208 Outside Printing
Printing for core operational needs including business cards, letterhead and other administrative printing needs.

6212 Office/Graphic Design Supplies
Provides for general office supplies for Department staff and specific supplies and specialized computer hardware and software for in-house graphic design and website design support.

6222 Offsite Storage
Rental fees for offsite storage facilities for marketing and public education collateral materials and items. Increase proposed for FY 15-16 based upon past spending and the need for additional storage to house collateral and promotional materials to reflect new First 5 LA branding.

6223 Hardware and Software Maintenance
Provides for maintenance and upgrades to unique departmental information technology resources including aging Apple hardware and hardware/software to accommodate video editing applications.

Professional Services

6507 Professional Dues
Provides for dues for participation in marketing and communications oriented professional organizations specifically tailored to the needs of Public Affairs staff.

6509 Professional Development
Provides for staff training on communications and outreach for place-based initiatives and for effective use of social and other news media and personnel management training for managers.

Consultant Services

6601 Consultant Fees
Fees for consultant services include costs associated with a proposed Communications and Marketing Advisory Committee and other Ad-Hoc needs.

Travel and Meeting Expenses

Includes attendance at the Annual First 5 California Conference/Staff Summit and other conferences both within and outside of Southern California. Includes estimated travel costs for one conference in the Central US and one conference on the East Coast. Estimated travel expenses including registration, lodging, mileage and per diem.

6701 Airfare
Provides for airfare to and from professional conferences outside of the Los Angeles area. Underspending in this category during FY 14-15 was due to several open positions within the department that reduced staff's ability to travel. Positions anticipated to be filled by start of FY 15-16.

6703 Lodging
Provides for lodging at multi-day professional conferences outside of the Los Angeles area. Underspending in this category during FY 14-15 was due to several open positions within the department that reduced staff's ability to travel. Positions anticipated to be filled by start of FY 15-16.

6704 Conference Registration
Provides for registration expenses for professional conferences. Underspending in this category during FY 14-15 was due to several open positions within the department that reduced staff's ability to travel. Positions anticipated to be filled by start of FY 15-16.

6706 Local Meetings
Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

6707 Per Diem
Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area. Underspending in this category during FY 14-15 was due to several open positions within the department that reduced staff's ability to travel. Positions anticipated to be filled by start of FY 15-16.

COMMUNITY INVESTMENT

<u>Authorized Positions</u>

Director	1
Program Officer III	2
Program Officer II	4
Administrative Assistant	1
Total	**8**

The Community Investment Department's efforts build partnerships that mobilize resources and influence that increase the impact of First 5 LA investments contributing to changing the conditions for children and families in Los Angeles County.

The 2015-2020 Strategic Plan highlights the Commission's strengthened commitment to Policy, Systems Change and Partnerships through leveraging and sustaining the impact of our funding. One way to accomplish this goal is by initiating, developing and sustaining strong and effective partnerships with key stakeholders that have shared strategic value to First 5 LA at the local, state and national levels in order to leverage local, federal and state funding, create more flexibility in existing categorical funding streams, develop public-private partnerships, and in general, find ways to make the best use of dollars already in the system and better align new resources.

The leveraging of fiscal and non-fiscal capital that supports and enhances the total portfolio of First 5 LA investments through resource mobilization is a critical strategy further highlighted in the Governance Guidelines. Additionally, the Community Investment Department will maintain key elements of organizational capacity building as integral to its strategic investments as these further leverage and multiply the impact of First 5 LA programs.

The programs, projects and partnerships that are established, or will be established this year include a variety of external groups such as non-profit organizations, foundations business and government are innovative collaborations to leverage fiscal and non-fiscal capital that support, enhance and/or expand the total portfolio of investments of First 5 LA.

Community Investment Department activities include but are not limited to the following activities:

- **Analyzing existing and emergent partnership development opportunities** that are aligned with the First 5 LA strategic plan to build fiscal and non-fiscal partnerships that support the sustainability of the four focus areas;

- **Ongoing examination of the level of First 5 LA investment across current programs, initiatives and projects**, including other Commission projects, as appropriate, to identify resource mobilization, leveraging and sustainability partnership options;

- **Facilitating community and grantee efforts to build capacity and leverage fiscal and non-fiscal resources** in order to ensure the sustainability of their work and therefore the 2015-2020 Strategic Plan outcomes supporting young children and their families;

- **Maintaining a comprehensive resource mobilization strategy and associated recommendations** to support First 5 LA outcomes with particular focus on those efforts within the targeted Best Start communities; and

- **Identifying, establishing, and maintaining relevant relationships and partnerships that enhance existing collaborations and/or build new joint venture opportunities with public and private groups** that support the sustainability of First 5 LA's four focus areas.

Activities implemented through the Community Investment Department are coordinated and integrated agency wide to increase the potential of First 5 LA to support the achievement of our goals, strategies and the sustainability of outcomes beyond our initial investment.

COMMUNITY INVESTMENT

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	719,201	716,119	(3,082)	674,331	(44,870)
	Total Employee Benefits	196,017	173,939	(22,078)	255,536	59,519
	Total Personnel Services	**915,218**	**890,058**	**(25,160)**	**929,867**	**14,649**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	900	556	(344)	800	(100)
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	3,100	1,766	(1,334)	3,000	(100)
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	600	-	(600)	600	-
6214	Subscriptions and Publications	500	-	(500)	250	(250)
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**5,100**	**2,322**	**(2,778)**	**4,650**	**(450)**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	1,500	-	(1,500)	1,500	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	4,200	-	(4,200)	4,200	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**5,700**	**-**	**(5,700)**	**5,700**	**-**
Consultant Services						
6601	Consultant Fees	-	-	-	-	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**-**	**-**
Travel and Meeting Expenses						
6701	Airfare	7,600	4,686	(2,914)	7,600	-
6703	Lodging	7,100	2,578	(4,522)	7,100	-
6704	Conference Registration	11,400	9,032	(2,368)	11,400	-
6706	Local Meetings	800	741	(59)	800	-
6707	Per Diem	2,700	1,825	(875)	2,700	-
	Total Travel and Meeting Expenses	**29,600**	**18,862**	**(10,738)**	**29,600**	**-**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**955,618**	**911,242**	**(44,376)**	**969,817**	**14,199**

Community Investment
Budget Detail

Personnel Services

Salaries
Provides compensation for full time and temporary employees.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business. Staff will be participating in a range of external meetings that relate to leveraging and partnership building activities (See Local Meetings budget item). Generally, staff uses public transit in the downtown area as available.

6207 Cell Phones and Mobile Devices
Provides for up to $50 per month for each staff working in the field to cover expenses related to data and messaging.

6212 Office Supplies
The office supplies part of the budget remains consistent with previous years. In general, the budgeted amount provides for office materials and provisions to implement Board-approved programmatic activities, including general operations.

6214 Subscriptions and Publications
This part of the CI Department budget provides important education to inform the work of implementing the Governance Guidelines across the four priority areas. In addition it provides for expanded access to networks, professional groups and engagement in major activities through subscription services and publications that reinforce established and projected leveraging efforts. All subscriptions and publications purchased by the department will be shared across the organization as appropriate. Subscriptions and purchases of vital materials will allow staff to track trends on topics critical to identifying strategic leveraging and investment opportunities for the Commission. For example, a subscription to the Stanford Social Innovation Review will allow staff to stay abreast of trends areas such as impact investing and social enterprise. The Chronicle of Philanthropy regularly reports on the latest models and best practices other foundations use to better collaborate and partner to increase impact. The information provides

another way to build relationships and network with a wide array of organizations with like goals.

The following are examples of memberships and subscriptions:

- Chronicle of Philanthropy
- Foundation Review
- Stanford Social Innovation Review
- PRI Network – Mission Investors Exchange

Professional Services

6507 Professional Dues and Memberships

Provides for memberships to professional organizations that support efforts of sustainability and leveraging such as: Emerging Practitioners in Philanthropy (EPIP), and Advisors in Philanthropy (AIP).

6509 Professional Development

Provides for specialized in house training, individual coaching and workshops for the CI department staff and when appropriate staff across the organization on topics that support the implementation of the Governance Guidelines sustainability and leveraging activities. These may include, opportunities to leverage local/state/federal funds, pay for success, match/challenge grantmaking, social innovation funding, social enterprise information, project management and management/leadership training to advance the work of resource mobilization.

Travel and Meeting Expenses

This budget category covers CI staff's participation in local, state and national trainings, meetings and conferences and includes registrations, lodging and airfare. These professional experiences are, at times invitational and help support learning and growth opportunities to enhance skills and competencies of the CI team in the emergent area of resource mobilization, capacity building and sustainability that further the First 5 LA Strategic Plan Implementation Plan. This professional knowledge gained expands upon program/project quality, which is critical to continued success in maximizing fiscal and non-fiscal leveraging opportunities for mobilizing resources of interest to the Commission at a time of increased competition for scarce resources.

Current CI projects such as the Freshworks Fund and the exploration of social and collective impact grantmaking are the result of staff involvement in these grantmaker and philanthropic circles, which is a field that increasingly connects across sectors and is expected to show increased innovation. Participation in these activities allows staff to network with other funders and aligns First 5 LA investments. Staff will continue to acquire programmatic and technical knowledge on latest trends in high leverage investments in grantmaking and philanthropy such as program related investments, the pay for success model; organizational strengthening through community asset building; also, learning about innovative models that correspond with health care reform and health information technology, strategies for sustainable public/private partnerships, and financing and revenue generating mechanisms.

Examples of potential state or national conferences and trainings include (travel expense, lodging, registration, per diem):
The Annual Council on Foundations Conference: 3 staff = $6,700.00
The Federal Reserve Bank of San Francisco Community Development Conference; 2 staff = $2,000.00
Grantmakers for Children, Youth, Families Annual Conference; 2 staff = $2,300.00
Grantmakers for Health; 1 staff = $1,900.00;
Grantmakers for Education; 1 staff = $1,900.00
Child Welfare League of America 1 staff = $1,900.00;
Mission Investors Exchange 1 staff = $1,500.00;
Grantmakers for Effective Organizations Annual Conference 2 staff $4,500.00;
Southern California Grantmakers 2 staff = $1,600.00;
Pay For Success 1 staff = $2,600.00;
Grade Level Reading 1 staff = $2,600.00
The location of many of these events is yet to be determined, but may include out-of-state locations that will require airfare, lodging and per diems. Travel to State Association related meetings as appropriate is also projected.

6701 Airfare
Provides for airfare to and from professional conferences, trainings or meetings outside of the Los Angeles area:

6703 Lodging
Provides for lodging at multi-day professional conferences, trainings or meetings outside of the Los Angeles area.

6704 Conference Registration
Provides for registration expenses for professional conferences, trainings or meetings.

6706 Local Meetings
This line item provides for CI expenses related to meetings attended by Commissioners, staff and guests. A highlight of ongoing local meetings include: LA Partnership for Early Childhood Investment, Southern California Grantmakers Association, Affinity Funders Group Meetings Child Care Policy Roundtable, the LA Place-based Learning Group, Strengthening Families Workgroups, LA Neighborhood Revitalization Workgroup. Community Transformation Collaborative, LA N Sync, LA Compact, LA Compact-Chamber of Commerce; Pay For Success; Grade Level Reading; LA Funders Collaborative.

6707 Per Diem

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

CONTRACT COMPLIANCE

Authorized Positions

Director	1
Contract Compliance Officer III	1
Contract Compliance Officer II	4
Administrative Assistant	1
Total	**7**

This department is responsible for supporting the organization's procurement and contractual needs which includes, but is not limited to the following responsibilities:

- Implementing and complying with applicable laws on contracting and procurement.
- Developing, negotiating, and executing contracts, grant agreements, amendments, and budget modifications.
- Managing contracts in the contract management application system (GIFTS).
- Maintaining the Enterprise Content Management (ECM) to assure a uniform process of all legally binding documentation in preparation for annual audits.
- Finding legal or business solutions for agency concerns and issues.
- Managing the consent calendar for board approval.
- Managing records retention and document destruction of contract documents.
- Reviewing, revising, and approving all solicitations.
- Developing and posting solicitations to the website and creating on line applications.
- Managing vendor and consultant pools agency-wide.
- Auditing all contractor files and ECM for preparation of external audit.
- Participating in agency wide projects, workgroups, and committees as requested.
- Identifying potential areas of compliance vulnerability.
- Assessing risks for each contract and reviewing and maintaining record of insurance documentation.
- Providing procurement and contract management training for staff.
- Researching practices and policies to support development and improvement of F5LA's policies.
- Creating and maintaining file folders of all original required contract documents.
- Developing templates and forms used in procurement and contracts.
- Training staff in GIFTS and ECM data systems as it relates to contracts management.
- Conducting renewal trainings for staff and contractors to introduce new provisions.

- Conducting noncompliance training and track noncompliance of contractors organization wide.
- Managing the annual and on-going submission of all required documents for both grantees and contractors to assure compliance with all provisions.
- Training and providing GIFTS and ECM support to all departments in order to track contractor requirements and activities and generate reports.
- Working collaboratively to develop and implement a system for accountability of all contractors.
- Assisting staff with the contract closeout process.
- Shepherding improvement of internal policies, templates, and other materials with cross-departmental input.

CONTRACT COMPLIANCE

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	418,117	360,580	(57,537)	518,929	100,812
	Total Employee Benefits	146,758	103,869	(42,889)	190,665	43,907
	Total Personnel Services	**564,875**	**464,449**	**(100,426)**	**709,594**	**144,719**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	200	-	(200)	200	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing		-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	100	48	(52)	100	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	3,000	1,850	(1,150)	3,000	-
6214	Subscriptions and Publications	500	-	(500)	-	(500)
6218	Rents and Leases	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**3,800**	**1,898**	**(1,902)**	**3,300**	**(500)**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	500	-	(500)	500	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development (Licenses)	10,000	3,463	(6,537)	10,000	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**10,500**	**3,463**	**(7,037)**	**10,500**	**-**
Consultant Services						
6601	Consultant Fees	50,000	1,530	(48,470)	50,000	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	5,000	5,000
	Total Consultant Services	**50,000**	**1,530**	**(48,470)**	**55,000**	**5,000**
Travel and Meeting Expenses						
6701	Airfare	1,500	-	(1,500)	1,500	-
6703	Lodging	3,500	-	(3,500)	3,500	-
6704	Conference Registration	3,300	694	(2,606)	3,300	-
6706	Local Meetings	2,000	433	(1,567)	2,000	-
6707	Per Diem	1,000	-	(1,000)	1,300	300
	Total Travel and Meeting Expenses	**11,300**	**1,127**	**(10,173)**	**11,600**	**300**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**640,475**	**472,467**	**(168,008)**	**789,994**	**149,519**

Contract Compliance
Budget Detail

Personnel Services

Salaries
Provides compensation for full time and temporary employees.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business. Accounts for travel to storage and offsite meetings and seminars. $100 is allocated for travel expenses (DASH tickets) to and from the office of Legal Counsel. Another $100 is allocated for staff for parking and travel to and from local meetings and workshops if needed.

6210 Postage and Delivery
Provides postage to mail original contracts and amendments, when necessary, to agencies in the course of conducting Commission business.

6212 Office Supplies
Provides general office supplies for Department staff. Filing materials (folders, dividers, colored paper, labels, tabs, etc.) are needed annually for new contracts and renewals. The Department is responsible for keeping all original contract files. The total allocation also includes office supplies for new staff and to replenish supplies as needed for the department.

Professional Services

6507 Professional Dues
Professional Dues include a membership fee for the National Contract Management Association (NCMA). The Contract Compliance Manager will obtain the membership for the department and circulate information, newsletters and subscriptions to the CCOs. Members receive practical information on contract management news, issues, trends, access to webinars, and receive deep discounts for conferences and certifications.

6509 Professional Development
Provides for Contracts Management certification courses and materials, as well as contracts and risk management trainings, seminars, and conferences to enhance individual performance.

Consultant Services

6601 Consultant Fees
Provides for consultants in the areas of insurance, risk management, contract management, and performance based contracting. The Department may require additional consultant support in FY 15-16 for contract monitoring, minimum requirements, best practices, and/or overall support for the department to implement changes in contracting.

6603 External Reviewers
The Department oversees and manages the agency's Pools. External Reviewers receive payment for review of each proposal/application to be included in the agency's pools.

Travel and Meeting Expenses

Airfare, lodging and conference registration includes NCMA's Annual Government Contract Management Symposium (2 days) and/or World Congress (4 days). An additional amount has been set aside for lodging in the event that staff attend other conferences that do not require airfare.

6701 Airfare
Provides for airfare to and from professional conferences located in Washington DC and/or other conferences held outside of the Los Angeles area for up to 3 staff.

6703 Lodging
Provides for lodging at multi-day professional conferences in Washington DC, possibly San Diego and/or other conferences held outside of the Los Angeles area for up to 3 staff.

6704 Conference Registration
Provides for registration expenses for professional conferences for up to 3 staff.

6706 Local Meetings
Provides for expenses related to trainings conducted by the Contracts Dept. including, but not limited to, supplies, equipment, food and beverage, etc. This will also cover any external guests meeting with Contracts staff.

6707 Per Diem

Provides for various daily expenses incurred while attending professional conferences located in Washington DC, San Diego and/or other conferences held outside of the Los Angeles area.

EXECUTIVE

Authorized Positions

Executive Director	1
Chief Operating Officer	1
Executive Assistant to the Executive Director/ Secretary to the Board of Commissioners	1
Executive Assistant	1
Administrative Assistant	1
Total	**5**

The Executive Department is responsible for the operations of First 5 LA consisting of two Chief Officers, Program and Administration, 9 Department Directors, 125 employees and annual revenues of approximately $100 million.

EXECUTIVE

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	729,723	729,121	(602)	710,091	(19,632)
	Total Employee Benefits	158,867	116,172	(42,695)	194,998	36,131
	Total Personnel Services	**888,590**	**845,293**	**(43,297)**	**905,089**	**16,499**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	2,700	2,700	-	2,700	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	5,000	2,095	(2,905)	5,000	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	25,000	-	(25,000)	50,000	25,000
	Total General Operating Expenses	**32,700**	**4,795**	**(27,905)**	**57,700**	**25,000**
Professional Services						
6502	Audit	-	-	-		-
6504	Legal	175,000	157,000	(18,000)	175,000	-
6507	Professional Dues	3,000	863	(2,137)	3,000	-
6508	First 5 California Association	50,000	50,000	-	50,000	-
6509	Professional Development	2,500		(2,500)	2,500	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**230,500**	**207,863**	**(22,637)**	**230,500**	**-**
Consultant Services						
6601	Consultant Fees	125,000	125,000	-	100,000	(25,000)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**125,000**	**125,000**	**-**	**100,000**	**(25,000)**
Travel and Meeting Expenses						
6701	Airfare	4,700	4,319	(381)	4,700	-
6703	Lodging	3,500	-	(3,500)	3,000	(500)
6704	Conference Registration	4,400	4,400	-	3,000	(1,400)
6706	Local Meetings	7,500	5,106	(2,394)	7,500	-
6707	Per Diem	1,800	669	(1,131)	1,800	-
	Total Travel and Meeting Expenses	**21,900**	**14,494**	**(7,406)**	**20,000**	**(1,900)**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**1,298,690**	**1,197,445**	**(101,245)**	**1,313,289**	**14,599**

Executive
Budget Detail

Personnel Services

Salaries
Compensation for full-time and temporary employees.

Employee Benefits
Employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Mileage reimbursement and payment of parking expenses when private vehicles are used in the course of conducting Commission business.

6212 Office Supplies
Provides general office supplies for the Executive Department.

6231 Contingency
Funding for unforeseen organizational expenses.

Professional Services

6504 Legal
Funding for contract with Richards Watson & Gershon and County Counsel for legal services and legal fees in the event the agency seeks to trademark any of its project or copyright materials (e.g. Welcome Baby).

6507 Professional Dues and Memberships
Funding for dues and memberships including but not limited to Southern California Grantmakers, LA Chamber of Commerce, and LA Public/Private Funders Partnership.

6508 First 5 California Association
Payment of annual dues to First 5 California Association.

6509 Professional Development
Funding for conferences and/or local training seminars on various topics including but not limited to leveraging resources, strategic planning, leadership, capacity building, and workforce diversity.

Consultant Services

6601 Consultant Fees
Funding includes consultant fees related to organizational alignment and other anticipated needs during this fiscal year.

Travel and Meeting Expenses

Professional Conferences, Various Locations (Zero to Three, First 5 California, First 5 California Pre-Conference Institute). Estimated travel expenses include registration, lodging, mileage and per diem.

Attendee(s): Executive Director and/or Chief Operating Officer

Professional Meetings, Various Locations (First 5 Association of California General Membership, First 5 Association of California Executive Committee, First 5 Association Staff Summit, First 5 California Commission, Water Cooler, Joint Staff Meetings of First 5 California & First 5 Association of California, general advocacy and legislative meetings pertaining to children's issues). Estimated travel expenses include registration, lodging, mileage and per diem.

Attendee(s): Executive Director and/or Chief Operating Officer

6701 Airfare
Payment of airfare expenses to and from professional conferences, seminars or meetings outside of the Los Angeles area.

6703 Lodging
Payment of lodging for multi-day professional conferences, seminars or meetings outside of the Los Angeles area.

6704 Conference Registration
Payment of registration expenses for professional conferences.

6706 Local Meetings
Payment of expenses related to meetings attended by Commissioners, legal counsel, County Counsel, staff and guests.

6707 Per Diem
Travel stipends for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area.

FACILITIES MANAGEMENT

Facilities Management is responsible for all building operations, conference room scheduling/setup, the oversight of tenant relations and service provision through the building management company.

FACILITIES MANAGEMENT

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	-	-	-	-	-
	Total Employee Benefits	-	-	-	-	-
	Total Personnel Services	**-**	**-**	**-**	**-**	**-**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	160,000	153,000	(7,000)	155,000	(5,000)
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	-	-	-	-	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	12,000	5,000	(7,000)	12,000	-
6210	Postage and Delivery	13,200	13,200	-	13,200	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	15,000	15,000	-	29,000	14,000
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	120,000	120,000	-	118,200	(1,800)
6220	Building Repairs and Maintenance	195,000	147,129	(47,871)	180,000	(15,000)
6221	Equipment Repairs and Maintenance	36,700	-	(36,700)	20,000	(16,700)
6222	Offsite Storage	9,100	9,036	(64)	9,200	100
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	25,000	-	(25,000)	25,000	-
	Total General Operating Expenses	**586,000**	**462,365**	**(123,635)**	**561,600**	**(24,400)**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	15,000	15,000	-	15,000	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	-	-	-	-	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**15,000**	**15,000**	**-**	**15,000**	**-**
Consultant Services						
6601	Consultant Fees	-	-	-	-	-
6602	Other Professional Fees	235,000	232,380	(2,620)	233,000	(2,000)
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**235,000**	**232,380**	**(2,620)**	**233,000**	**(2,000)**
Travel and Meeting Expenses						
6701	Airfare	-	-	-	-	-
6703	Lodging	-	-	-	-	-
6704	Conference Registration	-	-	-	-	-
6706	Local Meetings	-	-	-	-	-
6707	Per Diem	-	-	-	-	-
	Total Travel and Meeting Expenses	**-**	**-**	**-**	**-**	**-**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**836,000**	**709,745**	**(126,255)**	**809,600**	**(26,400)**

Facilities Management
Budget Detail

General Operating Expenses

6202 Utilities
Payment of building utilities–electricity, water, gas.

6209 Other Supplies
Purchase of supplies for facilities use in day-to-day operations including ergonomic equipment and/or furniture for personnel.

6210 Postage and Delivery
USPS mailings (standard, priority, express), courier services and FedEx delivery services.

6212 Office Supplies
General office supplies for the Facilities Department, as well as white and color paper for the entire office. This budget also includes funds for general supplies for the break room including coffee, condiments, cups, forks, spoons and Zee medical supplies.

6218 Equipment Rental
Payment of annual lease agreements for office equipment including photocopiers and toners, postage meter, water filtration, and coffee brewing systems.

6220 Building Repairs and Maintenance
General repairs and maintenance of the facilities including janitorial services, air conditioning, plumbing, painting, carpet cleaning, electrical systems, and building security. This budget also includes funds for HVAC filters, bathrooms faucet heads, janitorial (toilet paper, toilet seat covers, cleaning solutions, air fresheners, hand soap, paper towels, disinfectants, drain enzymes), lamp fixtures, electrical ballasts, and paint supplies.

6221 Equipment Repairs and Maintenance
General maintenance of office equipment, including unanticipated repairs including:

- Access card upgrades
- File cabinets
- Cubicle changes
- Time Stamp machine service for three machines; one in finance and two Facilities
- Office mini blinds repair

6222 Offsite Storage
Payment of offsite long-term storage for office files and furniture.

6231 Contingency
Funding for unforeseen facility related expenses.

Professional Services

6507 Professional Dues and Memberships
Funding for the payment of Covenants, Conditions and Restrictions (CC&R's) for yearly assessment of common area expenses shared by Union Station tenants and for the payment of The Los Angeles City Lighting Bureau.

- City Lighting Bureau - $2,500
- CC&R's - $10,000

Consultant Services

6602 Other Professional Fees
Provides funds for contracted services of the building management company.

Capital Improvements

6302 Capital Improvements
Improvements to the facilities on all three floors, including replacing or HVAC, roof repairs, third floor ceiling repair and various other improvements.

FINANCE

Authorized Positions

Finance	
Director	1
Finance Manager	1
Budget Manager	1
Staff Accountant II	4
Accounting Technician	1
Accounting Clerk	1
Medi-Cal Administrative Activities	
Staff Accountant I	1
Total	**10**

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

FINANCE

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	699,839	630,155	(69,684)	711,750	11,911
	Total Employee Benefits	192,068	183,307	(8,761)	222,813	30,745
	Total Personnel Services	**891,907**	**813,462**	**(78,445)**	**934,563**	**42,656**
General Operating Expenses						
6131	ADP Payroll Charges	30,000	30,000	-	31,000	1,000
6132	Workers' Compensation Insurance	123,500	96,173	(27,327)	100,000	(23,500)
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	73,500	66,136	(7,364)	76,000	2,500
6205	Mileage and Parking	400	86	(314)	400	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	450	-	(450)	1,200	750
6208	Outside Printing	2,000	2,000	-	2,500	500
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	2,000	800	(1,200)	2,000	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	12,000	12,000	-	12,000	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**243,850**	**207,195**	**(36,655)**	**225,100**	**(18,750)**
Professional Services						
6502	Audit	70,056	70,000	(56)	70,000	(56)
6504	Legal	-	-	-	-	-
6507	Professional Dues	1,000	1,000	-	1,000	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	3,000	2,400	(600)	3,000	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**74,056**	**73,400**	**(656)**	**74,000**	**(56)**
Consultant Services						
6601	Consultant Fees	-	-	-	-	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	4,000	1,440	(2,560)	-	(4,000)
	Total Consultant Services	**4,000**	**1,440**	**(2,560)**	**-**	**(4,000)**
Travel and Meeting Expenses						
6701	Airfare	2,800	700	(2,100)	2,800	-
6703	Lodging	2,700	2,700	-	2,700	-
6704	Conference Registration	1,200	700	(500)	1,800	600
6706	Local Meetings	600	-	(600)	600	-
6707	Per Diem	1,900	600	(1,300)	1,900	-
	Total Travel and Meeting Expenses	**9,200**	**4,700**	**(4,500)**	**9,800**	**600**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**1,223,013**	**1,100,197**	**(122,816)**	**1,243,463**	**20,450**

Finance
Budget Detail

Personnel Services

Salaries
Provides compensation for full time and temporary employees.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6131 ADP Payroll Charges
Provides for all related payroll activities including bi-weekly payroll processing, quarterly earnings reporting and annual W-2 preparation, filing and mailing.

6132 Workers' Compensation Insurance
Provides for annual workers' compensation insurance premiums.

6203 Corporate Insurance
Provides for insurance coverage including general and auto liability, property and fiduciary.

6205 Mileage and Parking
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

6208 Outside Printing
Provides for professional printing services of accounts payable and payroll checks.

6212 Office Supplies
Provides general office supplies for department staff.

6230 Miscellaneous Service Charges
Provides for Los Angeles County fees for Investment Portfolio Administration and other County related accounting services. Also provides for annual banking charges for credit cards.

Professional Services

6502 Audit
Fees for the annual independent audit.

6507 Professional Dues and Memberships
Annual membership dues for the Government Finance Officers Association (GFOA).

6509 Professional Development
Staff will be given opportunities to participate in finance related knowledge and skill enhancement seminars including courses offered by Government Finance Officers Association.

Travel and Meeting Expenses

GFOA Annual Conference. Estimated travel expenses include registration, airfare, lodging and per diem.

Attendee(s): Director of Finance or Finance Manager and 2 Staff Accountants.

6701 Airfare
Provides for airfare to and from professional conferences outside of the Los Angeles area.

6703 Lodging
Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

6704 Conference Registration
Provides for registration expenses for professional conferences.

6706 Local Meetings
Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

6707 Per Diem
Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

MEDI-CAL ADMINISTRATIVE ACTIVITIES

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	50,900	50,416	(484)	54,064	3,164
	Total Employee Benefits	13,582	11,684	(1,898)	21,763	8,181
	Total Personnel Services	**64,482**	**62,100**	**(2,382)**	**75,827**	**11,345**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	150	150	-	300	150
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	500	108	(392)	500	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	45,000	-	(45,000)	15,000	(30,000)
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**45,650**	**258**	**(45,392)**	**15,800**	**(29,850)**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	-	-	-	-	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	-	-	-	-	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**-**	**-**	**-**	**-**	**-**
Consultant Services						
6601	Consultant Fees	78,000	25,890	(52,110)	78,000	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**78,000**	**25,890**	**(52,110)**	**78,000**	**-**
Travel and Meeting Expenses						
6701	Airfare	700	-	(700)	600	(100)
6703	Lodging	570	-	(570)	800	230
6704	Conference Registration	1,800	-	(1,800)	1,000	(800)
6706	Local Meetings	1,000	248	(752)	500	(500)
6707	Per Diem	420	980	560	500	80
	Total Travel and Meeting Expenses	**4,490**	**1,228**	**(3,262)**	**3,400**	**(1,090)**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**192,622**	**89,476**	**(103,146)**	**173,027**	**(19,595)**

Medi-Cal Administrative Activities
Budget Detail

Personnel Services

Salaries
Provides compensation for full-time and temporary employees.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

6212 Office Supplies
Provides for general office supplies for Department staff.

6230 Miscellaneous Service Charges
County of Los Angeles Overhead Charges for program.

Consultant Services

6601 Consultant Fees
Provides for technical assistance for grantees participating in the Medi-Cal Administrative Activities programs.

Travel and Meeting Expenses

Medi-Cal Administrative Activities Training. Estimated travel expenses include registration, airfare, lodging and per diem.

Attendee(s): Medi-Cal Administrative Activities Staff Accountant and First 5 LA Staff Accountant

6701 Airfare
Provides for airfare to and from training outside of the Los Angeles area.

6703 Lodging
Provides for lodging at multi-day training outside of the Los Angeles area.

6704 Conference Registration
Provides for registration expenses for training.

6706 Local Meetings
Provides for technical training for Medi-Cal Administrative Activities programs.

6707 Per Diem
Provides for various daily expenses incurred while attending training outside of the Los Angeles area.

GRANTS MANAGEMENT

<u>Authorized Positions</u>

Director	1
Program Officer II	7
Administrative Assistant	1
Total	**9**

The Grants Management Department's primary purpose is to monitor, enhance and inform effective project management that leads to the achievement of outcomes as detailed in First 5 LA's Strategic Plan**.**

Ongoing primary project management duties include the following:

- Program Monitoring—this includes oversight of grantee/contractor level program performance as well as educating and training grantees/contractors on First 5 LA's compliance standards; documenting compliance issues and applying appropriate follow-up (site visits, monitoring reports). This also includes ongoing administrative duties related to budget/invoice and contract development/renewal.
- Capacity Building/Technical Assistance—refine and improve program design, provide ongoing support around program improvement (performance matrix/budget), connecting projects to other leveraging opportunities including relevant First 5 LA Public Affairs and Policy Department work
- Sustainability/Expiring Initiatives—provide analysis and rationale regarding the closure or extension of projects. The annual expiring initiative process includes the gathering of relevant research, eliciting feedback from various departments and developing a framework to inform the Board's decision-making process.

This department is responsible for the management of grants for the following investments: Healthy Kids, Black Infant Health, Partnership for Families, Children's Dental Care Program, Children's Vision Program, At-Risk Father's Investment, Information, Resource & Referral, Healthy Food Access for Market Match, Children's Garden, Supportive Housing, Fresh Works Fund, Resource Mobilization- Health for Early Childhood Linkage.

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	644,037	573,891	(70,146)	702,228	58,191
	Total Employee Benefits	202,187	150,765	(51,422)	226,056	23,869
	Total Personnel Services	**846,224**	**724,656**	**(121,568)**	**928,284**	**82,060**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	1,350	377	(973)	750	(600)
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	1,250	638	(612)	1,250	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	1,500	545	(955)	1,500	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**4,100**	**1,560**	**(2,540)**	**3,500**	**(600)**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	2,000	-	(2,000)	7,000	5,000
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	5,000	-	(5,000)	5,000	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**7,000**	**-**	**(7,000)**	**12,000**	**5,000**
Consultant Services						
6601	Consultant Fees	20,000	-	(20,000)	10,000	(10,000)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**20,000**	**-**	**(20,000)**	**10,000**	**(10,000)**
Travel and Meeting Expenses						
6701	Airfare	5,000	2,165	(2,835)	5,000	-
6703	Lodging	4,500	4,015	(485)	5,000	500
6704	Conference Registration	11,985	5,098	(6,887)	11,985	-
6706	Local Meetings	1,000	228	(772)	1,000	-
6707	Per Diem	2,500	1,747	(753)	2,500	-
	Total Travel and Meeting Expenses	**24,985**	**13,253**	**(11,732)**	**25,485**	**500**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**902,309**	**739,469**	**(162,840)**	**979,269**	**76,960**

Grants Management
Budget Detail

Personnel Services

Salaries
Provides compensation for full time and temporary employees.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

6207 Cell Phones and Mobile Devices
Provides for personal cell phones reimbursement when personnel are on First 5's business outside the office.

6212 Office Supplies
Provides general office supplies for Department staff so that they can efficiently complete the work required of them in Grants Management.

Professional Services

6507 Professional Dues
Provides for premium membership to the Grant Manager's Network which is a professional nonprofit association that acts as a resource for grants managers in the areas of program monitoring and implementation, progress reports, data systems, program development and application submission. Premium membership includes access to resources (webinars, best practices reports, multiple learning portals and channels), contacts (local chapter membership), and online community (data and information sharing). Although this membership is housed in the Grants Management department, it is applicable and available to multiple other departments (Best Start, Research and Evaluation, IT, Contracts Compliance, Program Development)

Provides for membership in American Public Health Association (APHA). Membership provides a reduced rate for their annual conference. GM staff monitoring health related projects attend this annual conference. Membership also includes access to current public health research, program evaluations and other special reports related to health programming.

6509 Professional Development
Provides for training, coaching and workshops for the GM department staff on topics such as program implementation and evaluation, technical assistance, sustainability and leveraging, management and leadership training.

Consultant Services

6601 Consultant Fees
Provides for consultant support for GM projects that have an identified need for additional consultant expertise.

Travel and Meeting Expenses

1) Grant Manager's Network National Conference. The annual conference, location TBD, provides updates to policies, procedures, best practices and innovative approaches to grants management. Estimated travel expenses include registration, airfare, lodging and per diem.

Attendees: 6 Program Officer IIs and 1 Director

2) American Public Health Association. The annual national conference will take place in Chicago and will provide updates on health related research, best practices, and policy issues for pregnant women and children. Estimated travel expenses include registration, airfare, lodging and per diem.

Attendees: 3 Program Officer IIs and 1 Director

3) National Conference for Ending Homelessness. This national conference, location TBD, will present current challenges and opportunities for stakeholders focused on ending homelessness.

Attendee: 1 Program Officer II

4) Grantmakers for Effective Organizations. This national conference, location TBD, will present on current research and programming for grantmakers in the following areas: collaborative problem solving, evaluation and learning, capacity building and sustainability, and stakeholder engagement.

Attendees: 2 Program Officer IIs

6701 Airfare
Provides for airfare to and from professional conferences outside of the Los Angeles area.

6703 Lodging
Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

6704 Conference Registration
Provides for registration expenses for professional conferences.

6706 Local Meetings
Provides for expenses related to meetings attended by Grantees and Contractors.

6707 Per Diem
Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

HUMAN RESOURCES

Authorized Positions

Human Resources Director	1
Human Resources Manager	1
Human Resources Generalist	1
HR Clerk (Part-Time - Term Limited)	.5
Total	**3.5**

The Human Resources Department is responsible for the management of active and effective recruitment, hiring and day-to-day employment practices. These practices include, but are not limited to:

- Recruitment (sourcing and interviewing candidates)
- Hiring (background checks and employment processing)
- On-boarding of new employees
- Performance management (evaluations)
- Separations of employment (voluntary or involuntary)
- Management of exit interview surveys
- Professional development & training
- Management of compliance training programs
- Recordkeeping, including management of HRIS electronic records
- Compliance with local, state and federal labor regulations
- Benefit management (to include COBRA administration)
- Compensation program management
- Workers' Compensation management
- Management of Unemployment Insurance claims
- Coordination of SDI claims with the payroll department
- Management of DFEH, EEOC, ADA and related claims
- Development and maintenance of job descriptions
- Development, implementation and administration of personnel policies and procedures
- On-going development and interpretation of the employee handbook
- Employee relations
- Organizational development and partnership in the strategic planning process
- Centralized tracking of personnel participation in courses, conferences or seminars
- Annual reporting to the Commission on key HR metrics

HUMAN RESOURCES

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	249,322	233,328	(15,994)	313,919	64,597
	Total Employee Benefits	63,148	59,760	(3,388)	85,898	22,750
	Total Personnel Services	**312,470**	**293,088**	**(19,382)**	**399,817**	**87,347**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	-	-	-	-	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	600	-	(600)	1,200	600
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	2,000	1,000	(1,000)	2,700	700
6214	Subscriptions and Publications	2,000	796	(1,204)	3,800	1,800
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**4,600**	**1,796**	**(2,804)**	**7,700**	**3,100**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	-	-	-	-	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	125,000	-	(125,000)	100,000	(25,000)
6512	Staff Recruitment	24,500	12,072	(12,428)	25,000	500
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	40,000	18,612	(21,388)	68,000	28,000
	Total Professional Services	**189,500**	**30,684**	**(158,816)**	**193,000**	**3,500**
Consultant Services						
6601	Consultant Fees	435,000	435,000	-	300,000	(135,000)
6602	Other Professional Fees	4,500	4,500	-	4,500	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**439,500**	**439,500**	**-**	**304,500**	**(135,000)**
Travel and Meeting Expenses						
6701	Airfare	1,500	1,488	(12)	1,500	-
6703	Lodging	2,000	2,000	-	4,000	2,000
6704	Conference Registration	5,600	2,386	(3,214)	8,000	2,400
6706	Local Meetings	1,200	721	(479)	1,200	-
6707	Per Diem	1,200	996	(204)	1,500	300
	Total Travel and Meeting Expenses	**11,500**	**7,591**	**(3,909)**	**16,200**	**4,700**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**957,570**	**772,659**	**(184,911)**	**921,217**	**(36,353)**

Human Resources
Budget Detail

Personnel Services

Salaries
Provides compensation for full-time and temporary employees.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6207 Cell Phones & Mobile Devices
Reimbursement of monthly data plan for Director's and Manager's cell phone, not to exceed $50.00 per month.

6212 Office Supplies
Provides for general office supplies for the Human Resources Department, including the cost of holiday, birthday and assorted greeting cards for staff, and toner cartridges for department printers. Other expenses are related to the production of on-boarding binders for new hires, materials for new trainings, and other department publications.

6214 Subscriptions and Publications
Provides for subscription services and publications. These costs include subscription to the following services:

- Subscription to California Chamber of Commerce (HR California Help Line)
- Publications from the California Chamber
    - 2016 Labor Law Posters (2 sets)
    - 2016 Labor Law Update (details CA Labor & Employment Law)
- Recreation Connection (discounted entertainment tickets for employees)
- Survey Monkey (on-line employee survey tool)
- Annual membership fee for the following associations:
    - Society of Human Resources Management (SHRM)
    - Association for Training Development (ASTD)
    - World at Work- The Total Rewards Association
    - Professionals in Human Resources Association (PIHRA)
    - Organizational Development Network (OD Network)
    - American Management Association (AMA)

Professional Services

6509 Professional Development
Provides for training and development opportunities for staff agencywide.

6512 Staff Recruitment
Provides for recruitment sourcing and advertising, and candidate screening and selection services; services include verification of employment history, academic credentials and criminal background checks, etc. Services with Skype are to conduct video-conferences for the purpose of interviewing candidates.

6606 Human Resources Related Costs
Provides for web-based services as follows:

- **HRIS system** used for the creation and maintenance of electronic personnel and benefits records; this data is also used to create reports for turnover, census, and other reporting for the Commission. The recruitment component in the HRIS system provides for on-line applicant management and recruitment.
- **Performance management system** used for the creation and management of web-based performance evaluation documents. Includes initial implementation and set up costs, user licenses if needed, and annual maintenance costs.
- **Mandatory Compliance Training** used to provide web-based compliance training (i.e., unlawful harassment, ethics/code of conduct, etc.,) for First 5 LA staff members; training programs include mandatory trainings required by the State of California (ex: AB1825: sexual harassment prevention for supervisors).
- **Learning management system** a software application for the administration, documentation, tracking, reporting and delivery of electronic educational technology (also called e-learning) education courses or training programs. Includes initial implementation and set up costs, user licenses if needed, and annual maintenance costs.
- **Oak Tree Data** Services are used to generate employee picture identification cards. Cards are issued to new hires and are updated upon transfers or promotions as needed.
- **Hay Group Job Evaluation Manager (JEM)** tool used to measure the salary of a position into the classification grades.

Consultant Services

6601 Consultant Fees
Funding for this line item will be to procure professional consultations in the HR area, including but not limited to:

- $55K - Development of Performance Management System

- $20K - On-going calibration and job leveling services
- $25K - Delivery of short term programs for staff training and development (i.e. Short term performance management training)
- $50K - Long term needs assessment/ gap analysis for training and skills improvement for staff
- $75K - Fees for recruitment of executive/senior-level personnel, if needed
- $25K- Fees for external investigations for personnel complaints as needed
- $8K - Fees for Disability Compliance Services as needed

6602 Other Professional Services
Funding allocated under this line item would be to secure external vendors to conduct services for ergonomic workstation assessments or other personnel services.

Travel and Meeting Expenses

6701 Airfare
Provides for airfare to and from professional conferences outside of the greater Los Angeles area.

6703 Lodging
Provides for lodging at multi-professional conferences outside of the greater Los Angeles area.

6704 Conference Registration
Provides for registration fees for the following annual professional conferences:

- Professionals in Human Resources Association (PIHRA) California HR Conference
- SHRM (Society of HR Management) Conference
- American Society of Training & Development (ASTD) Conference
- World at Work Conference Annual Conference

6706 Local Meetings
Provides for conference registration fees for HR training seminars offered within Los Angeles County.

6707 Per Diem
Provides for various daily expenses incurred while attending professional conferences outside of the greater Los Angeles area.

INFORMATION TECHNOLOGY

Authorized Positions

Director	1
IT Project Manager III	1
Information Technology Analyst II	2
Network Administrator II	1
Total	**5**

This department is responsible for supporting the organization's information technology needs, including telecommunications, audio-visual operations, software/hardware, information management systems, databases, and data collection, integration, and analysis.

INFORMATION TECHNOLOGY

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	518,620	511,473	(7,147)	530,410	11,790
	Total Employee Benefits	159,039	123,398	(35,641)	168,869	9,830
	Total Personnel Services	**677,659**	**634,871**	**(42,788)**	**699,279**	**21,620**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	1,000	288	(712)	1,000	-
6206	Telephones and Modems	75,000	75,000	-	65,000	(10,000)
6207	Cell Phones and Mobile Devices	45,000	16,737	(28,263)	20,000	(25,000)
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	15,000	9,873	(5,127)	15,000	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	20,000	780	(19,220)	10,000	(10,000)
6222	Offsite Storage	4,500	-	(4,500)	4,500	-
6223	Hardware and Software Maintenance	160,000	124,112	(35,888)	250,000	90,000
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**320,500**	**226,790**	**(93,710)**	**365,500**	**45,000**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	500	-	(500)	500	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	20,000	-	(20,000)	10,000	(10,000)
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**20,500**	**-**	**(20,500)**	**10,500**	**(10,000)**
Consultant Services						
6601	Consultant Fees	175,000	18,857	(156,143)	250,000	75,000
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**175,000**	**18,857**	**(156,143)**	**250,000**	**75,000**
Travel and Meeting Expenses						
6701	Airfare	792	-	(792)	792	-
6703	Lodging	926	-	(926)	926	-
6704	Conference Registration	1,000	-	(1,000)	1,000	-
6706	Local Meetings	1,000	1,000	-	1,000	-
6707	Per Diem	408	-	(408)	408	-
	Total Travel and Meeting Expenses	**4,126**	**1,000**	**(3,126)**	**4,126**	**-**
Capital Improvements						
6216	Capital Outlay	160,000	100,000	(60,000)	120,000	(40,000)
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**160,000**	**100,000**	**(60,000)**	**120,000**	**(40,000)**
	Total Department Expenses	**1,357,785**	**981,518**	**(376,267)**	**1,449,405**	**91,620**

Information Technology
Budget Detail

Personnel Services

Salaries
Provides compensation for full-time and temporary employees.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

6206 Telephone and Modems
Provides for monthly telecom services for the entire organization. These services include telephone lines (local, long distance, and analog lines for emergencies), fax lines, and T-1 (Internet access). IT is expecting a decrease of $10,000 in FY 15-16 due to restructuring of the AT&T contract to be executed before June, 2015.

6207 Cell Phones and Mobile
Provides for monthly phone and data usage on smart phones and tablets issued to First 5 LA staffs and monthly fees for hotspots used by staffs to access internet while on the field. IT expects $25,000 reduction due to shifting of the cell phone fees to the departmental budget.

6212 Office Supplies
Provides for general computer related supplies for all First 5 LA departments in addition to IT needs for office supplies. Most of the funds will be spent on technology expenditure such as power surge units, various computer cables, toner cartridges for HP network printers and plotters, batteries for commission Pods, keyboards, mouse, and other related items. IT plans to stay with the current budget allocation.

6221 Equipment Repairs and Maintenance
Provides for repairs of infrastructure components such as servers, storage units, switches, Network printers, plotters, Uninterrupted Power Supply (UPS), and others. IT is requesting a decrease of $10,000 based on current projections.

6222 Offsite Storage
Offsite storage cost for the organization's backup tapes.

6223 Hardware and Software Maintenance
Provides for the annual support contract and licenses associated with the core legacy applications (GIFTS, Financial Edge, ECM), support contracts for infrastructure components, business software licenses used by R&E, and projected additional software licenses to enhance SharePoint platform. IT is projecting an increase in monthly license costs for the FY 15-16, and is requesting a budget of $250,000 based on the following assumptions:

1. ECM maintenance platform: **$5K**. We restructured the current contract in anticipation of migrating to SharePoint, reducing the cost by $22K.
2. Office 365 for 160 Outlook and SharePoint licenses: **$12**

MSDN subscription provides a wide range of resources that help IT on Microsoft platforms. With a huge library of both current and previous editions of Microsoft software, you have the tools and information you need to support the entire development process: **$2K**

3. Spiderlink for Firts5LA Web page hosting: **$10K**
4. Citrix – GotToMeeting/GotTo Webinar/OpenVoice: **$40K**
5. Infrastructure Maintenance (Maineline/IBM): **$10K**
6. ITD ticket system (SysAid) and AntiVirus (Symantec): **$1K**
7. SharePoint platform support:
    a. ShareSquared Support: **$25K**
    b. KnowledgeLake: **$5K**
    c. Colabware: **$12K**
    d. Content Commander: **$5K**
    e. K2 Workflow: **$12K**
    f. CRM - Customer Relationship Management: **$70K**
8. BlackBaud's Financial Edge reconfiguration and potential purchase of additional module is estimated to increase annual cost to **$18K.**
9. GIFTS, including BluePrint: **$6K**
10. R&E specific software:
    a. ArcGIS license maintenance: **$3.2K**
    b. ArcGIS online subscription: **$2.8K**
    c. Tableau: **$2.4K**
    d. American Digital Cartography Here data for geocoding: **$4K**

Professional Services

6507 Professional Dues
Provides funds for industry publications for IT staff.

6509 Professional Development

The fund provides for professional training of IT staff to keep up with the new technology trends, new releases of software and hardware used by First 5 LA, and network security. In FY 15-16, IT is requesting a decrease of $10,000**.** IT expects to train department staff in Microsoft SharePoint and related tools. Other infrastructure training may include systems such as Telecome, Microsoft Server Operating System, VMware (virtualization of the infrastructure assets), Network Security, and other related concepts. The IT Director may be attending technology forums & seminars in SharePoint, Cloud technology, and others related to First 5 LA business.

Consultant Services

6601 Consulting Fees

Provides for consulting fees associated with IT activities in technical areas where staff does not have the expertise or resources to perform such tasks. Such areas include network, telecommunication, storage, programming, data modeling, workflow development, and other related services. IT has identified the following projects for such services:

1. **$100K** to purchase, configure, design, and develop workflow automation plug-in tool to SharePoint platform. SharePoint Out of the box has limited capabilities to automate multi-level workflow. Using plug-in software such as K2 significantly enhances these capabilities. Workflow automation streamlines business processes and eliminates paper intensive manual processes. The automation also helps with proper status tracking of a task, accountability for approval, and search capabilities for audit tracking and historical references.
2. **$50K** to enhance First5LA budget system with Operating budget development and other functionalities. This includes analysis and data modeling.
3. **$50K** Estimated consulting charges for Financial Edge reconfiguration and developing training material for the staff.
4. **$50K** for developing an Enterprise Application Integration (EAI) platform to integrate various First5LA systems.

Travel and Meeting Expenses

IT plans to attend 2 technology seminars within California and at least one outside of California.

Attendee: Information Technology Director or an alternate

6701 Airfare

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

6703 Lodging
Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

6704 Conference Registration
Provides for registration expenses for professional conferences.

6706 Local Meetings
Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

6707 Per Diem
Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Capital Improvements

6216 Capital Outlay
Provide funds for purchase of workstation replacements (laptops, tablets, monitors, small printers, keyboards, and mouse) enterprise servers, enterprise storage devices, network appliances, and other hardware upgrades. Plans for FY 15-16 may include the following:

1. **$40K** for New Virtual Machine (VM) server for redundancy.
2. **$80K** to Replace aging storage and add to the capacity as we increase utilization of the SharePoint.
3. **$40K** to replace 20 to 30 aging workstations with laptops and tablets.
4. **$10K** to improve wireless access point throughout the building. The current server is not meeting the capacity because of increased usage of smart devices.
5. **$30K** Purchase of six audio visual kits including projectors, screens, public address systems for the Best Start Communities Department.

OFFICE OF STRATEGIC PLANNING AND IMPLEMENTATION

Authorized Positions

Director	1
Total	**1**

The Office of Strategic Planning and Implementation (OSPI) is responsible for providing strategic oversight, direction, and management of First 5 LA's Strategic Plan and implementation plans, which together advance the mission and vision of First 5 LA. OSPI works with leadership from across the organization to measure and report on First 5 LA's overall performance and progress relative to the execution of the strategic plan. Additionally, OSPI defines critical issues and emerging strategic opportunities for the organization, leads yearly implementation planning sessions, and manages strategic research. OSPI creates opportunities and mechanisms for cross-functional collaboration and coordination in support of the strategic plan's development and implementation. Below is a summary of relevant activities OSPI staff supports:

- Leading First 5 LA's strategic planning process, including the identification and articulation of the organization's unique role and contribution in positively impacting the lives and well-being for children in LA County. This includes the development of First 5 LA's strategic outcomes, strategies, and activities for a minimum five-year time horizon.
- Ensuring that all levels of stakeholders have appropriate means to participate in and obtain regular updates about First 5 LA's strategic plan. Coordinates with organizational leadership to develop timely communication plans for internal and external audiences.
- Creating a structure and mechanism to translate high-level strategic goals into specific initiatives that are coordinated and sequenced across the organization.
- Working with leadership across the organization to ensure First 5 LA's human capital and financial resources are deployed strategically, efficiently, and effectively.
- Creating and managing a system and process to measure, evaluate, and report to the Commission First 5 LA's progress in executing the strategic plan. This includes evaluating timelines, resources, and priorities, identifying emerging strategic opportunities, or making recommendations for mid-course corrections.
- Developing and reviewing organizational dashboards to measure key performance metrics in partnership with the Research & Evaluation Department.

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	113,125	113,125	-	178,325	65,200
	Total Employee Benefits	10,000	9,623	(377)	32,880	22,880
	Total Personnel Services	**123,125**	**122,748**	**(377)**	**211,205**	**88,080**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	150	150	-	500	350
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	420	420	-	600	180
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	100	100	-	720	620
6214	Subscriptions and Publications	-	-	-	360	360
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**670**	**670**	**-**	**2,180**	**1,510**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	-	-	-	-	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	1,000	1,000	-	2,000	1,000
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**1,000**	**1,000**	**-**	**2,000**	**1,000**
Consultant Services						
6601	Consultant Fees	542,000	541,000	(1,000)	250,000	(292,000)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**542,000**	**541,000**	**(1,000)**	**250,000**	**(292,000)**
Travel and Meeting Expenses						
6701	Airfare	1,050	1,050	-	2,000	950
6703	Lodging	2,100	2,100	-	2,400	300
6704	Conference Registration	3,160	3,160	-	4,800	1,640
6706	Local Meetings	100,000	100,000	-	55,000	(45,000)
6707	Per Diem	426	426	-	960	534
	Total Travel and Meeting Expenses	**106,736**	**106,736**	**-**	**65,160**	**(41,576)**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**773,531**	**772,154**	**(1,377)**	**530,545**	**(242,986)**

Office of Strategic Planning and Implementation
Budget Detail

Personnel Services

Salaries
Compensation for full-time and temporary employees. Funds include temporary support for the implementation of the new strategic plan.

Employee Benefits
Employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Mileage reimbursement and payment of parking expenses when private vehicles are used in the course of conducting Commission business with LA County department or Board of Supervisors staff, other funding partners, and other community stakeholders.

6207 Cell Phone and Mobile Devices
Cell phone reimbursement to cover costs for using personal equipment to respond to Commission business. Cost is estimated at $50 per month for 12 months.

6212 Office Supplies
Provides general office supplies for the Office of Strategic Planning and Implementation. Estimated monthly expenditure is an average of $60 to support a cross-department team involved in strategic planning.

6214 Subscriptions and Publications
Allows for the purchase of relevant online articles and publications outlining best practices in strategic planning, organizational leadership, and strategic grantmaking. Estimated expense is $30 per month for 12 months.

Professional Services

6509 Professional Development
Funding for training seminars on various topics including but not limited to strategic planning, project management, and leadership development.

Consultant Services

6601 Consultant Fees
Provides funding for consultant support related to implementation of the 2015-2020 Strategic Plan. Examples of areas in which consultant services could be needed include organizational development, support for the development of strategic plan related projects such as the identification of future funding models for First 5 LA or facilitation support to help guide internal planning efforts or external community meetings.

Travel and Meeting Expenses

6701 Airfare
Payment of airfare expenses to and from professional conferences, seminars or meetings outside of the Los Angeles area. Estimate is based on expected participation in at least four meetings outside the Los Angeles area at an average airfare rate of $500 per trip.

6703 Lodging
Payment of lodging for multi-day professional conferences, seminars or meetings outside of the Los Angeles area. Estimate is based on expected participation in at least four, multi-day, overnight meetings requiring lodging for three nights at an average rate of $200 per night.

6704 Conference Registration
Payment of registration expenses for at least 4 professional conferences. Staff will prioritize those conferences where there is an opportunity to present findings from First 5 LA's strategic planning experience or where there is an opportunity to build knowledge or networks that will inform the organization's implementation efforts. Examples of organizations that sponsor these types of conferences include Southern California Grantmakers, First 5 State Association, the Council of Foundations, Grantmakers for Effective Organizations, and Center for Effective Philanthropy. Estimate is based on an average conference registration of $1,200.

6706 Local Meetings
OSPI staff project holding up to ten community stakeholder convenings across Los Angeles County to inform stakeholders about First 5 LA's strategic direction at an average cost of $5,000. Additional meeting expenses are projected to support internal and external meetings attended by Commissioners, staff, and guests.

6707 Per Diem
Travel stipends for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area.

POLICY AND INTERGOVERNMENTAL AFFAIRS

Authorized Positions

Director	1
Policy Manager	1
Senior Policy Program Officer	1
Senior Policy Analyst	1
Policy Program Officer II	2
Policy Analyst II	2
Government Affairs Manager	1
Government Affairs Officer II	2
Administrative Assistant	1
Total	**12**

The Policy and Intergovernmental Affairs Department supports First 5 LA's commitment to child advocacy and to using its unique role as a public grantmaking entity to achieve outcomes identified in the strategic plan. The Policy Department is responsible for public policy development, analysis, advocacy, policy grantmaking and policy initiative design to support the Commission's mission. The Department also provides and supports issue education around the Commission's goals and objectives, and builds relationships with stakeholders and elected officials at the local (city/county/school district, etc.), state and federal level in order to educate policy makers on 0-5 issues and thereby support the Commission's strategic outcomes, as well as to help prevent attempts to divert First 5 LA funding to programs and activities not authorized by the California Children & Families Act that created Proposition 10 and provides First 5 LA's revenue.

The new First 5 LA Strategic Plan, Focusing on the Future, outlines four goal areas of Families, Communities, Health and Early Education. The new plan makes a pivot to focusing on policy and systems change across all four of the goal areas. This will require a substantial shift in the organizations approach to each of the initiatives designed to achieve the outcomes defined in the strategic plan. The Policy Department advances these goals through legislative and regulatory advocacy to promote change at the local, state and federal level, through relationship and coalition-building, and through issue education. In addition to traditional advocacy, policy and legislative analysis, the policy department is working to support the development of initiatives and implementation of projects across the organization. With this policy prioritization, the Policy Department, as well as the agency as a whole, has significantly elevated its efforts to operate across departments and incorporate policy into each of the components of the plan. Given the focus on policy and systems change, the department is proposing the addition of new team members to support the development, implementation and management of policy focused initiatives across the agency.

The Policy Director will serve as the department leader and provide direction for the team as a whole. They will also focus on overseeing the state advocacy contractor, California Strategies, serve as a key agency spokesperson and develop relationships with state and county policymakers. The Director also provides organization wide leadership as a member of the Senior Management Team.

The Policy Manager will continue to serve to support internal leadership to develop initiatives, provide advice and assistance to internal teams as they develop and manage new initiatives with policy and systems change components, oversee consultants for the department and engage with leaders in philanthropy to extend the policy and policy grantmaking work.

The Senior Policy Analyst will oversee the research, policy development and management of policy related coalitions including the state ECE and Home Visiting coalitions. Support internal organizational needs related to understanding complex policy issues, support policy development, polling and oversee the development of policy briefs, fact sheets and other materials.

The two Policy Analysts will focus on early education and health issues in the strategic plan. As the new strategic plan focuses more on policy and systems change, we have seen a need to provide content and information to staff across the four goal areas, develop analysis of bills/legislation and budget proposals and support the advocacy efforts of the organization.

Senior Policy Program Officer will oversee the existing portfolio of policy grants (Policy Advocacy Fund), the TA provider for PAF and planning of the quarterly grantee meetings, support initiative design for key areas in the new strategic plan and new consultant contracts.

The two Policy Program Officers will manage a set of existing policy grantees and new contracts/grants as they are developed and implemented.

The Government Affairs Manager will manage the government affairs team and manage engagement in advocacy related to federal policy streams.

The two Government Affairs officer II positions will split the county supervisorial districts to develop deeper relationships in the county and execute regular site visits to Welcome Baby hospitals and home visiting partners, and other early childhood development organizations centers for local, state and federal policymakers. All policy team members will represent the agency at local, state or federal coalitions, according to their areas of focus.

1- Director, lead department, State Advocate (Cal Strat) and state policy/legislative issues, key state and county relationships
2- Policy Manager III, New initiative development, internal organization alignment, consultant contracts, philanthropy

3- Senior Policy Program Officer III, Oversee PAF, key new initiative development
4- Policy Program Officer II, PAF I, ECE, communities
5- Policy Program Officer II, PAF II, HV, health
6- Senior Policy Analyst III, oversee policy analysis, legislative review process, policy brief/research and polling
7- Policy Analyst II, Early Education
8- Policy Analyst II, Health
9- Government Affairs Manager III, Oversee Welcome Baby site visits and events, Federal
10- Government Affairs Officer II – District 1,3,5; HV/ECE site visits/events with local/state/fed elected
11- Government Affairs Officer II – District 2,4; HV/ECE site visits/events with local/state/fed elected
12- Administrative Assistant, provide support to the team

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	642,785	428,766	(214,019)	927,351	284,566
	Total Employee Benefits	191,061	120,859	(70,202)	291,386	100,325
	Total Personnel Services	**833,846**	**549,625**	**(284,221)**	**1,218,737**	**384,891**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	2,600	1,559	(1,041)	4,000	1,400
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	1,000	858	(142)	1,200	200
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	500	176	(324)	500	-
6212	Office Supplies	2,500	1,339	(1,161)	3,500	1,000
6214	Subscriptions and Publications	1,500	-	(1,500)	2,500	1,000
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**8,100**	**3,932**	**(4,168)**	**11,700**	**3,600**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	2,200	3,500	1,300	1,500	(700)
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	3,000	-	(3,000)	3,000	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**5,200**	**3,500**	**(1,700)**	**4,500**	**(700)**
Consultant Services						
6601	Consultant Fees	9,400	9,400	-	-	(9,400)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**9,400**	**9,400**	**-**	**-**	**(9,400)**
Travel and Meeting Expenses						
6701	Airfare	10,500	526	(9,974)	15,000	4,500
6702	Program Events	15,000	4,893	(10,107)	40,000	25,000
6703	Lodging	6,300	5,983	(317)	7,000	700
6704	Conference Registration	6,000	2,482	(3,518)	7,000	1,000
6706	Local Meetings	4,500	3,270	(1,230)	6,000	1,500
6707	Per Diem	2,400	1,296	(1,104)	4,000	1,600
	Total Travel and Meeting Expenses	**44,700**	**18,450**	**(26,250)**	**79,000**	**34,300**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**901,246**	**584,907**	**(316,339)**	**1,313,937**	**412,691**

Policy and Intergovernmental Affairs
Budget Detail

Personnel Services

Salaries
Compensation for full time and temporary employees.

Employee Benefits
Employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

6208 Outside Printing
Professional printing services.

6211 Educational Supplies
Staff will require books and other reference materials to support tasks in the area of policy analysis.

6212 Office Supplies
General office supplies for department staff.

6214 Subscriptions/Publications
Policy and political newsletters needed to keep staff current on policy arena. This includes a subscription fee for State Net, an online legislation tracking system ($1,500).

Professional Services

6507 Professional Dues
Annual membership fee to relevant associations that help First 5 LA build and cultivate strategic relationships with key stakeholders, build staff knowledge on policy issues, and develop professional skills. This includes membership dues for VICA, the Valley Industry and Commerce Association, a regional chamber of commerce.

6509 Professional Development
Attendance at workshops and learning exchanges about public policy and its development and personnel management training for managers. Funds will also be used for in-house training of Senior Program Officers to establish baseline levels of supervisory and management skills to support the successful development and implementation of First 5 LA programs.

Travel and Meeting Expenses

Funding for policy-related travel to meet with legislators and advocates in Washington, D.C. and/or Sacramento, California.

Increase in this section reflects the full staffing of the department and increased activity and engagement in Sacramento and D.C.

6701 Airfare
Airfare to and from professional conferences or meetings outside of the Los Angeles area, including Sacramento and DC. The increase reflects continued engagement and effort to strengthen relationships with key policymakers, advocates, allies and the addition of key staff members responsible for outreach and engagement.

6702 Program Events
Event facilities and logistics expenses in Sacramento and Washington, D.C. ($15,000). Additional funds ($30,000) were added to support sponsorship of events and conferences related to policy and advocacy interests of the agency.

6703 Lodging
Lodging at multi-day professional conferences or meetings outside of the Los Angeles area.

6704 Conference Registration
Registration expenses for professional conferences.

6706 Local Meetings
Expenses related to meetings attended by Commissioners, legal counsel, staff and guests. The small increase is to include costs for additional events and increased audience size.

6707 Per Diem
Various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area.

PROGRAM DEVELOPMENT

Authorized Positions

Director	1
Program Officer III	4
Program Officer II	11
Administrative Assistant	1
Total	**17**

The Program Development (PD) Department is responsible for the grantmaking (design, development, implementation), and management of First 5 LA programs that support the optimal development of young children ages 0-5 and their families in Los Angeles County.

Overall, PD's multi-disciplinary grantmaking and program management activities encompasses six phases implemented in partnership with various Program and Administration staff, the Board of Commissioners, and numerous diverse community stakeholders to ensure focused consistency of placed-based and county-wide strategies in achieving program goals and outcomes outlined in First 5 LA's Strategic Plan. Each phase requires staff to undertake a number of activities such as, but not limited to the following:

1) Planning – a) identify evidence-based programs by conducting literature reviews and consulting a broad range of stakeholders and experts; b) ascertain community assets, resources, needs, risks, and costs by gathering information, insights and ideas from the public across place-based target communities and throughout Los Angeles County; and c) assess social trends and barriers to services and systems change necessary for providing comprehensive and integrated services of care and support 0-5 age children and their families;

2) Design and Development – a) examine and consider ways to leverage First 5 LA's resources, current and past investments, and lessons to design grantmaking for programs that support place-based and county-wide investment strategies; b) seek opportunities to collaborate with other nonprofits, foundations, and government that provide or operate similar programs funded by First 5 LA in order to promote systems improvement; c) manage internal and external stakeholders to build common understanding, expectations, and consensus of prospective programs; d) convene and facilitate expert panels to inform program design; e) determine program/initiative goals, objectives, outcomes, and core strategies that will enable achievement of pre-set program objectives and outcomes; and f) craft implementation plan, budget, Scope of Work, and performance measures;

3) Funding Development – a) decide investment type (e.g., planning, direct service, system change, community capacity building, infrastructure, etc.); b) determine best funding tools to procure contracts; and c) create solicitations (e.g. RFP/RFQ, LOI, etc.);

4) Response - manage applicant reviews and selections;

5) Contract Negotiation and Execution - develop, advise, and execute scopes of work and budgets; and

6) Program Management – manage contractor and stakeholder relationships to ensure successful implementation of programs to fidelity and achievement of pre-set objectives and outcome. Also, to oversee contractors' performance, timeline, and deliverables, and guide, advise, problem-solve, course correct when needed.

In FY 15-16, the PD Department will be responsible for designing, developing and/or implementing, and managing 15 programs involving 61 individual contracts with total budgets of over $147 million. These programs and associated contracts are listed in Table 1 on the following page. Notations about subcontractors/program partners who are key members of the First 5 LA-funded programs' teams and contractors' scopes of work are footnoted. Some programs such as the ECE Workforce Development Consortium have as many as 6 subcontractors/program partners with significant and specific roles and responsibilities in implementing these programs with the contractors and First 5 LA staff. The PD Department's programs represent ongoing investments from the past two strategic planning periods, as well as those that align with First 5 LA's 2015-2020 Strategic Plan.

Table 1: PD Department's FY 2015-16 Programs and Contracts	
Early Care & Education	
Programs	**Number of Contracts**
CARES Plus[1]	1
ECE Environmental Scan Dissemination	1
Los Angeles Universal Preschool (including Child Signature Program)	1
Prenatal-5 Core Competencies	1
Workforce Development Consortium[2]	1
Program Total = 5	**Total Contracts = 5**
Public Health	
21st Century Dental Home[2]	1
Children's Dental Care Project - UCLA[3]	1
Early Childhood Obesity Prevention[2]	1
Little by Little/One Step Ahead[2]	1
Peer Support Group for Parents	2
Portfolio Total = 5	**Total Contracts = 6**
Family Strengthening	
Programs	**Number of Contracts**
Baby Friendly Hospitals	6
Welcome Baby + Universal Assessment of Newborns	15
Select Home Visiting	20
Portfolio Total = 3	**Total Contracts = 41**
Behavioral Health	
Programs	**Number of Contracts**
First Connections (Early Identification and Intervention – Autism and other Developmental Delays)	7
Parent-Child Interaction Therapy[2]	2
Portfolio Total = 2	**Total Contracts = 9**

[1] Requires responding to First 5 CA and overseeing LAUP as the latter is the grantee of this First 5 CA and First 5 LA-co-funded program.
[2] Includes many program partners/subcontractors.
[3] Project includes three contracts jointly managed by PD and Grants Management; one of those contracts, UCLA, is in PD.

PROGRAM DEVELOPMENT

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	1,393,226	1,393,226	-	1,427,663	34,437
	Total Employee Benefits	435,140	356,188	(78,952)	487,084	51,944
	Total Personnel Services	**1,828,366**	**1,749,414**	**(78,952)**	**1,914,747**	**86,381**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	3,400	1,516	(1,884)	2,800	(600)
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	3,800	2,245	(1,555)	5,000	1,200
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	2,000	979	(1,021)	2,000	-
6214	Subscriptions and Publications	600	-	(600)	900	300
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**9,800**	**4,740**	**(5,060)**	**10,700**	**900**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	840	-	(840)	800	(40)
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	4,000	-	(4,000)	4,000	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**4,840**	**-**	**(4,840)**	**4,800**	**(40)**
Consultant Services						
6601	Consultant Fees	-	-	-	-	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**-**	**-**
Travel and Meeting Expenses						
6701	Airfare	6,900	3,930	(2,970)	7,000	100
6703	Lodging	10,476	2,392	(8,084)	7,500	(2,976)
6704	Conference Registration	9,250	11,688	2,438	11,000	1,750
6706	Local Meetings	3,000	922	(2,078)	2,600	(400)
6707	Per Diem	4,260	1,133	(3,127)	3,550	(710)
	Total Travel and Meeting Expenses	**33,886**	**20,065**	**(13,821)**	**31,650**	**(2,236)**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**1,876,892**	**1,774,219**	**(102,673)**	**1,961,897**	**85,005**

Program Development
Budget Detail

Personnel Services

Salaries
Provides compensation for full-time employees.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission related business to: a) attend meetings and county-wide convenings involving program stakeholders, contractors, and partners; b) participate in educational, training, and/or program oversight activities; and/or c) assess ongoing progress of the department's county-wide and place-based programs.

6207 Cell Phone and Mobile Devices
The Director and each of the 4 Senior Program Officers will be reimbursed for use of their cellphones for Commission-related business use during the fiscal year. Ten Program Officers will be reimbursed for use of their cellphones for Commission related business use during 4 months of the fiscal year. The budget is based on $50/month reimbursement per person.

6212 Office Supplies
Provides for general consumables such as meeting supplies, pens, notebooks, and 3 printer toners for the Director are budgeted. We have estimated a $50/staff cost for general consumable items.

6214 Subscriptions and Publications
Subscriptions to professional publications will allow staff to conduct literature reviews, track trends in, and stay abreast of topics critical to the Program Development Department's grantmaking activities. Subscriptions to publications included in this budget are: American Educational Research Association, American Evaluation Association, Chronicle of Higher Education, Chronicle of Philanthropy, and Foundation Review.

Professional Services

6507 Professional Dues
Provides for membership to professional associations for staff to track local, state, and national trends, remain abreast of advances in early childhood development, family strengthening and community infrastructure improvement in service delivery, system change, population-level social change etc. relative to the grant giving field, and the development of social policy innovations for children, families, and community, and present field-based lessons of their programs at these associations' national annual conferences. Examples of memberships include: American Public Health Association and the National Association of Social Workers.

6509 Professional Development
Staff will be given opportunities to participate in knowledge and skill enhancement seminars, conferences, and/or workshops as part of their overall professional development. Professional development activities include those that will enable staff to learn about promising and/or evidence-based practices in grantmaking relative to their developing, implementing, and managing First 5 LA's place-based and countywide programs and strategies.

Travel and Meeting Expenses

6701 Airfare
Airfare expenses will support attendance at conferences and program-related meetings outside of the Los Angeles area (e.g., First 5 CA-sponsored Child Signature Program, Race To The Top, Watercooler, etc.). Budget includes one in-state (Sacramento) and one out-of-state (Washington D.C.) travel for up to 10 program staff.

6703 Lodging
Lodging expenses will support attendance at multi-day conferences outside of the Los Angeles area. Budget includes 5 nights/person for the trips noted above.

6704 Conference Registration
The Commission products will benefit from staff participation at conferences and trainings that relate to the ongoing development, implementation, and management of place-based and countywide strategies, and those that particularly relate to their programs within their portfolio. Conferences and trainings that include strategies in relation to evidence-based program design and delivery, integration of multi-sector strategies, and place based and system change grantmaking will be targeted. Examples of conferences include those hosted by the: American Public Health Association, Grantmakers for Children, Youth, Families, Grantmakers in Health, Grantmakers in

Education; Grantmakers for Effective Organizations, and The Pew Charitable Trust. The FY 15-16 budget includes attendance at one national and one state conference each for 10 staff. National and within state conference registration fees are estimated at $800/staff and $400/staff, respectively.

6706 Local Meetings

Provides for anticipated meeting costs associated with the use of meeting supplies and/or catering. These costs will support one annual retreat planned for the department, quarterly assessment and planning meetings, and up to 4 planning meetings with external stakeholders to develop new or enhance existing programs.

6707 Per Diem

Per Diem expenses will support attendance at conferences outside of the Los Angeles area. Budget includes 5 days of Per Diem/trip for the trips noted above.

RESEARCH & EVALUATION

Authorized Positions

Director	1
Assistant Director	1
Research Analyst III	3
Information Analytics Manager	1
Research Analyst II	9
Research Assistant	3
Administrative Assistant	1
Total	**19**
Two Student Professional Workers (Temporary, Part-Time)	1422 hours

As outlined in the 2015-2020 Strategic Plan, First 5 LA's learning and accountability efforts are centered around the following: (a) conducting research studies and data development projects that build knowledge to advance systems change and policies that improve child and family outcomes; (b) developing systems to collect data to determine progress toward goals; (c) conducting evaluations that help to identify best practices and lessons learned; and sharing First 5 LA's progress and learning through dissemination tools such as dashboards and an Annual Accountability and Learning report.

As has been the case in the past, research, evaluation and learning efforts will play a prominent role in implementing the 2015-2020 Strategic Plan. First 5 LA staff will engage in research and data development efforts that advance progress towards strategies (such as advancing the level of evidence of home visiting models to promote the scaling and sustainability of these models) and that support measurement of progress towards outcomes. There are five levels of measurement and evaluation that will be designed during the implementation phase of the 2015–2020 Strategic Plan: (1) participant level: Collecting data on the process and results of First 5 LA's work with children and parents/caregivers prenatal to age 5; (2) systems and policy level: collecting data on process and results related to First 5 LA's systems change efforts; (3) organization-community level: collecting data on process and results related to First 5 LA's work with communities and community capacity building; (4) population level: collecting data on community indicators to monitor trends in First 5 LA's goals; and (5) First 5 LA Commission level: collecting data on First 5 LA's ability to execute and fulfill the roles it has defined for itself to achieve impact for children from prenatal to age 5 and their families.
While the Monitoring, Evaluation and Learning (MEL) framework and subsequent work plan are still in development this budget provides a reasonable estimate of the resources needed to implement the first year of the MEL activities.

RESEARCH AND EVALUATION

		Revised FY 2014-15 Budget	Estimated FY 2014-15 Expenditures	Variance to FY 2014-15 Budget	Proposed FY 2015-16 Budget	Increase (Decrease)
Personnel Services						
	Total Salaries	1,528,965	1,304,666	(224,299)	1,543,096	14,131
	Total Employee Benefits	461,328	283,948	(177,380)	495,725	34,397
	Total Personnel Services	**1,990,293**	**1,588,614**	**(401,679)**	**2,038,821**	**48,528**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	1,000	-	(1,000)	1,000	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	2,800	266	(2,534)	2,800	-
6214	Subscriptions and Publications	250	-	(250)	250	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**4,050**	**266**	**(3,784)**	**4,050**	**-**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	1,500	1,500	-	1,500	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	5,000	5,000	-	5,000	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**6,500**	**6,500**	**-**	**6,500**	**-**
Consultant Services						
6601	Consultant Fees	18,000	3,150	(14,850)	168,000	150,000
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**18,000**	**3,150**	**(14,850)**	**168,000**	**150,000**
Travel and Meeting Expenses						
6701	Airfare	5,150	5,150	-	5,150	-
6703	Lodging	14,600	13,931	(669)	14,600	-
6704	Conference Registration	3,200	3,200	-	3,200	-
6706	Local Meetings	4,000	2,729	(1,271)	4,000	-
6707	Per Diem	7,000	7,000	-	7,000	-
	Total Travel and Meeting Expenses	**33,950**	**32,010**	**(1,940)**	**33,950**	**-**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**2,052,793**	**1,630,540**	**(422,253)**	**2,251,321**	**198,528**

Research and Evaluation
Budget Detail

Personnel Services

Salaries
Provides compensation for:

- 19 full-time employees,
- 2 part-time/temporary student professional workers (SPW) each for 6 months

The student professional workers (SPW) will work on time-limited short term evaluation and research work that will include literature reviews, data collection, data entry, and providing support to Research Analysts on their projects. The student professional workers are anticipated to work 1,422 hours total at a rate of $16.50 per hour.

Employee Benefits
Provides for employee benefits including retirement, Medicare, unemployment insurance, medical coverage, deferred compensation, employee assistance and parking.

General Operating Expenses

6205 Mileage and Parking
Provides for costs related to travel for local meetings with grantees, contractors, and strategic partners as well as local trainings and meetings with other data and research partners. The cost is based on an estimate of approximately 10 miles per month for 15 staff (managers and RAII's) at $0.59 per mile.

6212 Office Supplies
Provides for general office supplies for 19 full time staff people for 12 months. This comes out to $12 per month per FTE for the year.

6214 Subscriptions and Publications
A total of $250 for the year ($21/month) is budgeted to cover the purchase of resource books as well as journal articles related to the research and evaluation work.

Professional Services

6507 Professional Dues and Memberships
Provides for staff to be members of professional organizations such as the American Evaluation Association (AEA), the American Public Health Association, and the Society for Research in Child Development (SRCD).

6509 Professional Development

Provides for specialized in house training and workshops for the research and evaluation staff on topics such as advances in research methods, advanced statistical techniques, working with population-based data sets, evaluation design, GIS, data visualization and project management. Also provides for online professional development training for the Administrative Assistant on software used in the department such as MS Office, GIFTS, and Blackbaud as well as other administrative topics such as business writing, editing, and event planning.

Consultant Services

6601 Consultant Fees

Resources are included ($150,000) to support the consultant work regarding the development of the new Monitoring, Evaluation and Learning (MEL) framework. Additional funds ($18,000) are included to support the following: (1) facilitation of a department retreat in the fall as we transition to implementation of the MEL framework, (2) facilitation of a retreat for senior managers in the early part of the 2016 calendar year to plan for the next fiscal year prior to budget preparations, and (3) facilitation of conversations with staff on research and evaluation topics (likely in a Brown Bag format) relevant to the MEL framework and the 2015-2020 strategic plan.

Travel and Meeting Expenses

This group of line items supports the dissemination of research and evaluation findings at local and national conferences as well as professional development opportunities. The estimate is based on the prior year travel expenses. Some of the conferences that staff will be attending in FY15-16 are (a) the American Evaluation Conference to be held in Chicago in November, (b) the National Registry Conference in Orlando in September, (c) the American Public Health Association conference in Chicago in October, (d) the QRIS National Meeting in National Harbor, MD in July, and (e) the Zero to Three National Training Institute in Seattle in December. Also included in this group of line items are costs for First 5 LA staff to host meetings related to our work.

6701 Airfare

Provides for airfare to and from professional conferences or meetings outside of the Los Angeles area. The amount is based on FY 14-15 expenditures.

6703 Lodging
Provides for lodging at multi-day professional conferences or meetings outside of the Los Angeles area. The amount is based on FY 14-15 expenditures.

6704 Conference Registration
Provides for registration expenses for professional conferences. The amount is based on FY 14-15 expenditures.

6706 Local Meetings
Provides for expenses related to research and evaluation projects. These may include meetings with Commissioners, legal counsel, staff, grantees, and contractors.

6707 Per Diem
Provides for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area. The amount is based on FY 14-15 expenditures.

FY 2015-16 Proposed Budget

Budget & Finance Committee

May 4, 2015

1st LA

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Agenda

- Budget Development Context
- Budget Overview
  - Framework
  - Discussion of Core Budget Components
- Next Steps

Budget Development Context

The FY 2015-16 Budget supports the first year of the 2015-2020 Strategic Plan, providing resources to ensure that all children in LA County enter kindergarten ready to succeed in school and life

- Informed by the following key activities and inputs:
  - 2015-2020 Strategic Plan Implementation
    - Strategy Refinement Process
  - Expiring Initiative Assessments
  - Organizational Development & Transformation
  - Long Term Financial Projection
  - Governance Guidelines

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Budget Framework

Structured to reflect the 2015-2020 Strategic Plan, the various components of implementation activity, and ongoing work of the Commission

Components of the FY 2015-16 Budget

1. 2015-2020 Strategic Plan: Focusing for the Future
2. Legacy Investments
3. Research & Evaluation
4. Internal Operations

Note – As in previous years, programmatic investments follow the following structure:

Initiative → Program → Project/Contract

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Budget Framework

Reflecting the related components of implementation activity, the 2015-2020 Strategic Plan investment category is presented as follows:

1. Investments/Approaches Reaffirmed by the Board and Aligned with the Strategic Plan

2. Existing Investments Potentially Aligned to the Strategic Plan

3. New Investments Under Development (Strategic Plan Implementation Fund)

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FY 2015-16 Budget Summary

BUDGET COMPONENT	FY 2014-15 Budget Original		FY 2014-15 Budget Revised		Proposed FY 2015-16 Budget	
Program						
2015-2020 Strategic Plan: Focusing for the Future						
a. Investments/Approaches Reaffirmed by the Board and Aligned with SP	$ 48,801,000	20%	$ 44,698,000	20%	$ 61,301,000	27%
b. Existing Investments Potentially Aligned with SP	7,305,000	3%	6,652,000	3%	3,610,000	2%
c. New Investments Under Development, to be Aligned with SP (Strategic Plan Implementation Fund)	-	0%	250,000	0%	3,104,000	1%
Total 2015-2020 Strategic Plan	$ 56,106,000	23%	$ 51,600,000	23%	$ 68,015,000	30%
Legacy Investments	151,454,000	63%	143,153,000	63%	131,556,000	58%
Research & Evaluation	13,643,000	6%	11,360,000	5%	7,914,000	3%
Total Program	$ 221,203,000	92%	$ 206,113,000	91%	$ 207,485,000	91%
Operating	19,355,179	8%	19,355,179	9%	20,684,362	9%
TOTAL BUDGET	**$ 240,558,179**	**100%**	**$ 225,468,179**	**100%**	**$ 228,169,362**	**100%**

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Reaffirmed & Aligned Investments

1. Anchor activities outlined in the Strategic Plan that are already in progress
   - Welcome Baby and Select Home Visiting
   - Community Capacity Building within the 14 Best Start Communities
2. Key approaches to advancing the 4 outcome areas of the Strategic Plan
   - Policy & Advocacy Efforts
   - Strategic Communications & Marketing

Potentially Aligned Investments

Existing investments that may be potentially aligned to the Strategic Plan, pending additional analysis

- Includes some investments recommended for extension as part of the Expiring Initiatives Assessment process
  - Information Resource & Referral
  - Healthy Kids
- FY 2015-16 activities and costs may be modified during the fiscal year to align with the Strategic Plan

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Strategic Plan Implementation Fund

Estimated resources to support *new work* related to the anticipated Year 1 activities of the Strategic Plan

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- Based on the strategy refinement work conducted within the 4 outcome areas

2015-2020 STRATEGIC PLAN OUTCOME AREA	Proposed FY 2015-16 Budget	
Families	$ 604,000	19%
Communities	1,093,750	35%
Early Care & Education (ECE) Systems	370,000	12%
Health, Mental Health & Substance Abuse Systems	546,250	18%
Other/Cross-Cutting Activities	490,000	16%
Total Strategic Plan Implementation Fund	**$ 3,104,000**	**100%**

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Legacy Investments

25 investments, representing ongoing work of the Commission

- Investments that went through Expiring Initiatives Assessment
  - End as scheduled in FY 2015-16 (e.g. Peer Support Groups for Parents)
  - Extended beyond FY 2015-16, but no modifications will be made to align activities to the new strategic direction (e.g. Reducing Childhood Obesity)
  - Extended beyond FY 2015-16, with work to align activities to the new strategic direction taking place in a future fiscal year (e.g. LAUP, ECE Workforce Consortium)

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- Investments that may align with the new strategic direction, but have yet to be assessed
  - Will be evaluated in the future, consistent with the Governance Guidelines and the Expiring Initiatives Assessment process

Research & Evaluation

Projects that align with and contribute to the Strategic Plan outcomes and strategies, as well as ongoing projects aligned to legacy investments

- Based on analysis presented to the Commission in March 2015
- Development of the Monitoring, Evaluation and Learning (MEL) Framework is currently underway
  - Will provide a comprehensive structure for First 5 LA's Research & Evaluation activities → Transition to new framework may result in changes to how R&E items are categorized in the context of the fiscal year budget

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Internal Operations

OPERATING COST CATEGORY	FY 2014-15 Budget Original			FY 2014-15 Budget Revised			Proposed FY 2015-16 Budget		
Personnel Services	$	15,238,672	79%	$	14,757,141	76%	$	16,367,981	79%
General Operating Expenses		1,509,250	8%	$	1,395,100	7%		1,398,990	7%
Professional Services		722,846	4%	$	718,246	4%		714,900	3%
Consultant Services		1,394,900	7%	$	1,865,900	10%		1,623,500	8%
Travel & Meeting Expenses		329,511	2%	$	458,793	2%		458,991	2%
Capital Improvements		160,000	1%	$	160,000	1%		120,000	1%
Total Operating Costs	**$**	**19,355,179**	100%	**$**	**19,355,180**	**100%**	**$**	**20,684,362**	**100%**

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Primary drivers of the budget increase for internal operations:

- Implementation of compensation study recommendations
  - Second phase of salary adjustments
  - Changes to retirement benefits
- Additional positions included to advance the work of the 2015-2020 Strategic Plan

Administrative Cost Limit = 4.94% of total budget

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Next Steps

- May 14, 2015 – Commission Meeting
  - Informational Item: Overview and discussion of the FY 2015-16 Proposed Budget
- May 21, 2015 – Executive Committee
  - Discussion of FY 2015-16 proposed operating costs
- May 28, 2015 – Program & Planning Committee
  - Discussion of FY 2015-16 proposed programmatic costs
- June 1, 2015 – Budget & Finance Committee
  - Review changes to the FY 2015-16 Proposed Budget based on:
    - Commission Feedback
    - Updated information/direction
- June 11, 2015 – Commission Meeting
  - Action Item: Presented for Commission Approval

QUESTIONS?