

AGENDA

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

Budget & Finance Committee Chair: Robert Byrd

Thursday, May 14, 2015
1:30 PM

Meeting Location:

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

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- ASPOSE
Your File Format APIs
1. **ACTION**
Call to Order / Roll Call
- **Michael D. Antonovich, Chair**
 2. **ACTION**
Consent
 - A. Approve Commission Meeting Summary Action Minutes and Transcript - 3
Thursday, April 9, 2015
 - B. Approve the Monthly Financial Statements Month Ending March 31, 100
2015
 - C. Contract: Approve One New Agreement and Ten Contract Renewals and 107
Authorize Staff to Complete Final Contract Execution Upon Approval from
the Board
- **John Wagner, Chief Operating Officer**
 3. **INFORMATION**
Remarks by the Commission Chair of the Board
- **Michael D. Antonovich, Commission Chair**
 4. **INFORMATION** 119
Executive Director's Report
- **Kim Belshé, Executive Director**
 5. **ACTION**
ANNUAL PUBLIC HEARING:

COMMISSIONERS

Los Angeles County Supervisor	Judy Abdo	Summer McBride
Holly J. Mitchell	Robert Byrd, Psy.D	Maricela Ramirez
Chair	Astrid Heger, M.D.	Carol Sigala
Brandon Nichols	Yvette Martinez	
Vice Chair		

EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D.,
M.P.H., M.Ed.
Jacquelyn McCroskey, DSW
Deanne Tilton

EXECUTIVE DIRECTOR

Karla Pleitéz Howell

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

A.	Receive and File First 5 California's Annual Report - John Wagner, Chief Operating Officer	144
6.	ACTION Approve Recommendations on Expiring Initiatives - Tara Ficek, Director, Grants Management	209
7.	INFORMATION LAUP 2015-16 Contract - Kevin Dieterle, Program Officer, Program Development	221
8.	Break	
9.	INFORMATION FY 2015-16 Budget - Raoul Ortega, Finance Director - Alison Mendes, Interim Finance Manager	243
10.	INFORMATION Lease Extension for La Petite Academy - Craig Steele, Legal Counsel	517
11.	INFORMATION Federal Policy Landscape - Joel Packer, Principal, The Raben Group - Sunil Mansukhani, Principal, The Raben Group	518
12.	INFORMATION Public Comment	
13.	ACTION Adjournment	



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**SUMMARY ACTION MINUTES
FIRST 5 LA
Board of Commissioners Meeting
April 9, 2015
1:30-4:30 pm**

COMMISSIONERS PRESENT:

Commissioners:

Judy Abdo
Michael D. Antonovich (Chair)
Nancy Au
Jane Boeckmann
Philip Browning (Vice Chair)
Arturo Delgado
Duane Dennis
Sandra Figueroa-Villa
Marvin Southard

Ex-Officio Commissioners:

Patricia Curry
Cynthia A. Harding
Deanne Tilton

COMMISSIONERS ABSENT:

Karla Pleitéz Howell [Excused]

STAFF PRESENT:

Kim Belshé, Executive Director
Raoul Ortega, Finance Director
Teresa Nuno, Acting Chief of Programs and Planning
Linda Vo, Commission Secretary
John Wagner, Chief Operating Officer

LEGAL COUNSEL:

Craig Steele, Attorney-at-Law

CALL TO ORDER / ROLL CALL / CONSENT: (Items 1-2)

1. Commission Vice Chair Browning called the meeting to order at 1:39 pm. Quorum was present.
2. Consent
 - A. Approve Commission Meeting Summary Action Minutes and Transcript- Thursday, April 9, 2015
 - B. Approve the Monthly Financial Statements Month Ending February 28, 2015
 - C. Contract: Approve One New Agreement and Authorize Staff to Complete
 - D. Final Contract Execution Upon Approval from the Board

**M/S (Nancy Au/ Marvin Southard)
THE ITEMS WERE UNANIMOUSLY APPROVED**

COMMISSION: (Items 3 – 12)

3. Remarks by the Commission Chair of the Board
4. Executive Director's Report
5. Expiring Initiatives - Report to the Board
 - Assessment Process: Findings and Recommendations
 - Approve LA Care: Healthy Kids 6-month extension

Recusal: Cynthia A. Harding

**M/S (Nancy Au/ Arturo Delgado)
THE ITEM WAS UNANIMOUSLY APPROVED
8 out of 9 votes**

1. Judy Abdo

2. Nancy Au
3. Jane Boeckmann
4. Philip Browning
5. Arturo Delgado
6. Duane Dennis
7. Sandra Figueroa-Villa
8. Marvin Southard

6. Approve Legislative Agenda for 2015

Note: Mayor Antonovich arrives to meeting.

**M/S (Nancy Au/ Marvin Southard
THE ITEM WAS UNANIMOUSLY APPROVED**

7. Break
8. Strategic Plan Implementation: Overview of the Monitoring, Evaluation, and Learning Framework Guiding Principles

A presentation was given by Mr. Armando Jimenez.
9. Strategic Plan Implementation: ECE Lessons Learned from First 5 Fresno

A presentation was given by Ms. Kendra Rogers.
10. RFQ for Auditing Services - Recommended Finalist: Vavrinek, Trine, Day, & Co (VTD)

A brief announcement was given by Mr. Raoul Ortega.
11. Public Comment

ADJOURNMENT:

The Commission adjourned at 3:49 pm.

NEXT MEETING:

The next Commission meeting will take place on Thursday, May 14, 2015 at 1:30 pm.

First 5 LA
Multi-Purpose Room, First Floor
750 N. Alameda Street
Los Angeles, CA 90012

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

MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, April 9, 2015

750 North Alameda Street, First Floor

Los Angeles, California 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 Thursday, April 9, 2015; Los Angeles, California

2 1:39 p.m.

3 -oOo-

4 COMMISSIONER BROWNING: If I could have your
5 attention for a moment. We're going to go ahead and call
6 the First 5 commission to order.

7 Could you do the roll call, please?

8 SECRETARY: Nancy Au.

9 COMMISSIONER AU: Here.

10 SECRETARY: Jane Boeckmann.

11 COMMISSIONER BOECKMANN: Here.

12 SECRETARY: Phillip Browning.

13 COMMISSIONER BROWNING: Here.

14 SECRETARY: Arturo Delgado.

15 COMMISSIONER DELGADO: Here.

16 SECRETARY: Duane Dennis.

17 COMMISSIONER DENNIS: Here.

18 SECRETARY: Marvin Southard.

19 COMMISSIONER SOUTHARD: Here.

20 SECRETARY: Sandra Figueroa-Villa.

21 COMMISSIONER FIGUEROA-VILLA: Here.

22 SECRETARY: Patricia Curry.

23 COMMISSIONER CURRY: Here.

24 SECRETARY: Cynthia Harding.

25 COMMISSIONER HARDING: Here.

1 SECRETARY: Karla Pleitez-Howell.

2 Deanne Tilton.

3 Michael Antonovich.

4 Quorum is present.

5 COMMISSIONER BROWNING: Thank you. Mayor

6 Antonovich will be a few minutes late and be joining us in
7 a few minutes or so, but I think we want to go ahead and
8 get started. I think the first action item is on the
9 consent calendar and it's to approve the commission
10 meeting summary action meeting minutes and transcript from
11 Thursday, March 12th, and to approve the financial
12 statements ending February 28, 2015. And then there's a
13 contract.

14 Mr. Wagner, are you going to talk to us about the
15 contract?

16 MR. WAGNER: Maybe if I could very briefly is
17 just draw your attention to the fact that we are bringing
18 to the board one contract on the consent calendar, which
19 is Item 2C. This is a contract consistent with board
20 action board last September when the board authorized an
21 evaluation of the Welcome Baby initiative. And so we did
22 a competitive solicitation. Rand Corporation was
23 selected. The contract for your consideration is
24 \$622,000. It is a 14-month contract so it spans from this
25 fiscal year into next fiscal year. And the amount of this

1 year -- coming out of this year's budget is \$87,000. And,
2 again, all this money has been -- is included in the
3 budget. And then we would put next year's budget amount
4 in the budget process as it goes to the board for
5 consideration for fiscal year 15-16.

6 COMMISSIONER BROWNING: What about comments or
7 question on that report?

8 Move to approval of the consent calendar.

9 COMMISSIONER SOUTHARD: Move.

10 COMMISSIONER HARDING: Second.

11 COMMISSIONER BROWNING: All those in favor say
12 aye.

13 COMMISSIONERS: Aye.

14 COMMISSIONER BROWNING: Any opposed?

15 Okay. That carried then.

16 I think the next item is for -- for the mayor,
17 but since he's not here, I'll skip to executive director
18 for update or a report.

19 MS. BELSHE: Thank you very much. And we have a
20 lot of really substantive issues on the agenda so I am
21 really going to limit my comments to an acknowledgment,
22 and that is an acknowledgment of Superintendent Arturo
23 Delgado who is going to be passing the baton in term of
24 LACOE's representation on the First 5 LA commission to
25 Joseph Ybarra who has been serving as the

1 superintendent's substitute or designee. So Joe will be
2 assuming full-time representation of LACOE. And so we
3 want to acknowledge the superintendent's participation and
4 engagement and many contributions over the course of the
5 past couple of years.

6 Art was a very engage and contributing member
7 last year, for example, of our program and planning
8 committee which commissioners and staff and others will
9 recall is where so much of the heavy lifting of our
10 strategic planning work was undertaken. But we've always
11 very much benefitted by Art's keen insights and
12 contributions and sometimes tough and inquisitive
13 questions.

14 So, Art, in acknowledgment of your contributions
15 -- you know, First 5 LA we're going to be around for a
16 long time but this gift will not be around for a long
17 time. Because we understand you like healthy snacks, so
18 we got you an edible fruit basket. Thank you.

19 COMMISSIONER DELGADO: I don't know where that
20 rumor came from.

21 First of all, I want to thank the commission.
22 I'm -- this is a good time actually. It's hard to say it
23 this way, but it's a good time for me to leave because I
24 think the commission is embarking on a whole new
25 direction. It's a really good time for someone who can

1 come in at the ground level and start to work on that from
2 the begin as opposed to coming in and trying to catch up
3 to things that are going so there's a greater
4 understanding. So for that purpose it's actually a really
5 good time.

6 But I've always been impressed with the caliber
7 of persons sitting on the commission and the people who
8 have really taken a personal interest in all the various
9 areas of expertise and interest. So I do want to thank
10 each commissioner for your work and the time that gets put
11 into this. And I have served at first, you know, not
12 knowing what this was about. And it takes a while to get
13 used to it, but I've come to appreciate the work that's
14 being done here. It was a broad net at one time. It's a
15 little bit more focused and I think, under the direction
16 of our new executive director who's really added
17 strategies behind all that we do, I think it's in good
18 hands. And I do want to thank everybody.

19 I want to thank also those in the audience who
20 have been partners with us at LACOE and who have taken a
21 real interest of what's going on here through First 5 LA.
22 so thank you so much. It's not like I'm going to be gone
23 and I'm just put out to pasture. I've gotten lots of
24 other things on my plate that are going to really take my
25 attention. So I really appreciate having had this

1 opportunity. Thank you.

2 COMMISSIONER BROWNING: And, Art, we will miss
3 you. I'm not sure what you'll do with your Thursday
4 afternoons once a month now since they won't be taken up
5 by First 5. I'm sure you'll find something that will be
6 as equally as gratifying, maybe golf or tennis.

7 So I think our next item is Number 5. Expiring
8 initiatives. And there's a report to the board and I
9 think we have our speaker coming up.

10 COMMISSIONER HARDING: I'm just going to mention
11 that I'm going to leave the room for conflict of interest.

12 COMMISSIONER BROWNING: Thank you.

13 MS. FICEK: Thank you. Good afternoon,
14 commissioners.

15 So as you will recall, at last month's commission
16 meeting, staff provided the annual expiring initiatives
17 presentation which is required by the governance
18 guidelines. And within that presentation, we reviewed the
19 expiring initiatives assessment process that we have both
20 now applied to programmatic investments expiring in both
21 14-15 and in 15-16. Additionally, within that
22 presentation, we provided staff's recommendation for one
23 initiative, our Healthy Kids Insurance program,
24 specifically with our contract with LA Care Health Plan.
25 The assessment process for this initiative -- as a

1 reminder, it was accelerated due to the fact that they are
2 a health insurance program and need to meet mandatory
3 state reporting requirements. And we are seeking approval
4 of that recommendation today. All other expiring
5 initiative findings and recommendations will be presented
6 today as information.

7 So as a quick reminder, serving as the foundation
8 to the annual expiring initiatives assessment process are
9 the governance guidelines, in particular Number 7 and
10 Number 9 that state, Each First 5 LA contract and grant
11 will expire based on the date in the original allocation
12 or the grant award and any future funding after the
13 contract term must be aligned with the new strategic plan.

14 In addition to the governance guidelines our new
15 strategic plan stipulated a review of expiring
16 programmatic investments to identify any anticipated
17 remaining funding and to recommend its future use. All
18 initiatives expiring this year in 14-15 and next year in
19 15-16 went through the assessment process now.

20 The governance guidelines and the fact that
21 investments expire is our starting point. And from there
22 staff has taken the extra step to examine what should
23 continue in the context of our new strategic plan. And as
24 a result, we have developed specific criteria to assess
25 our investments. If something is determined to not be

1 supported by our new strategic plan, it is because it
2 likely falls into one or more of the strategic plan
3 categories we said we would not continue funding, for
4 example, direct services.

5 So let's dive right into the assessment process.
6 There are a total of 30 initiatives expiring in 14-15 and
7 15-16. Staff looked at those initiatives and if they met
8 the criteria listed here, they did not go through the full
9 assessment. So those are: If they were a limited-term
10 initiatives. So staff asked, was this initiative aimed at
11 timely capacity building opportunities that strengthened
12 organizational infrastructure or a targeted population.
13 For example, was it a capital project or was it a project
14 focused on capacity building. We also asked, did they go
15 through the research and evaluation department's
16 assessment process. That was presented by Armando at last
17 month's program and planning meeting. And then we asked,
18 was this initiative included in the projected expenditures
19 estimates that were outlined in the 2015-2020 strategic
20 plan. For example, that would include our Welcome Baby
21 and our Best Start investments. And then lastly, we
22 looked at the anticipated remaining balance of the
23 initiative's allocation, specifically if there was less
24 than a \$1 million balance. And, however, it is important
25 to note that this did exclude initiatives with an annual

1 appropriation.

2 If we answered yes for any of these criteria,
3 then the initiative was not subject to further assessment.
4 Applying this set of criteria then reduced the number of
5 initiatives needing to be further assessed down from 30 to
6 seven. Then for those seven remaining initiatives we
7 applied additional criteria. Those are listed here. This
8 has been shared at both the February program and planning
9 special board meeting as well as the March commission
10 meeting. And because of that, I'm not going to go into
11 further detail and revisit each one of them now.

12 So here are then the seven remaining expiring
13 initiatives that received the full assessment utilizing
14 that criteria I just noted on the previous slide. Each of
15 these initiatives has a remaining balance of more than one
16 million or is an annual appropriation.

17 The remainder of the presentation is then going
18 to focus on the four that are in bold here because they
19 require board action. Of the remaining three, oral health
20 and nutrition will end in June 2015. As was stated in the
21 original allocation. Both of the workforce development
22 investments are scheduled to end next year in June of
23 2016. And staff anticipates coming back to the board in
24 the spring of 2016 with further updates and
25 recommendations related to those two investments.

1 The first initiative, Healthy Kids, does have two
2 parts. The first is the health insurance program which is
3 administered by LA Care. And as highlighted earlier, due
4 to state reporting requirements, this contract was
5 reviewed earlier than the others and staff presented this
6 item as information at last month's board meeting and is
7 therefore coming back to you today for action.

8 For LA Care, the expiring initiative assessment
9 process identified the following: There is a remaining
10 balance of about 9.2 million. A sustainability
11 opportunity, which is offering those eligible healthy
12 kids, children that are currently enrolled, the
13 opportunity to enroll in the county's My Health LA
14 program. First 5 sees LA Care as an existing platform for
15 broader population level impact as they currently insure
16 38 percent of children zero to five in the county. Health
17 Kids insurance program is a direct service initiative and
18 as such is not specifically provided for in our 2015-2020
19 strategic plan. But as already noted, there are remaining
20 funds.

21 Based on these findings then, staff's
22 recommendation is to extend our strategic partnership with
23 LA Care for an additional six months through December of
24 2015 for up to 250,000. And this six-month timeline was
25 developed based on planning conversations with LA Care and

1 the Department of Health Services, which runs the My
2 Health LA program as it allows enough time to connect
3 current health kids enrollees to the county or to another
4 program. The 250,000 will then be used to cover the cost
5 of the insurance premiums for the current children
6 enrolled. And this recommendation does require the board
7 to waive Governance Guidelines Number 7.

8 Part two of our Healthy Kids investment includes
9 our contract with the Department of Public Health who then
10 subcontracts with 17 community-based organizations and two
11 health departments, Pasadena and Long Beach, to support
12 health insurance outreach, enrollment, retention, and
13 utilization. They are scheduled to end in June of 2015.
14 And key findings from the assessment process include:
15 There is a remaining balance of about 2 million. There is
16 an opportunity as previously noted to connect the Healthy
17 Kids members to the county's health care program, My
18 Health LA. This is a direct service initiative and
19 therefore is not specifically provided for in the
20 2015-2020 strategic plan. But, again, there are funds
21 remaining.

22 Based on these findings, staff's recommendation
23 is to extend the strategic partnership for the same
24 timeline as the LA Care extension through December 2015
25 for up to two million to assist in connecting those

1 Healthy Kids enrollees to the county's My Health LA
2 program or to Kaiser Permanente or to other options that
3 are available and to also further explore and secure
4 sustainability opportunities for these outreach and
5 enrollment activities within the context of opportunities
6 now available through the Affordable Care Act or
7 California's Medicaid 1115 waiver.

8 And, again, this recommendation does require the
9 board to waive Governance Guideline Number 7.

10 Information, resource, and referral, which
11 includes our contract with 211 LA county. This initiative
12 is also scheduled to end in June of 2015. Key findings
13 include there is no remaining balance as this is an annual
14 appropriation. Staff has identified that there is
15 anticipated alignment with the 2015-2020 strategic plan,
16 specifically that information, resource and referral plays
17 an important role in connecting families to concrete
18 supports and our future work with Help Me Grow, which does
19 include a telephonic component.

20 Staff's recommendation is to extend our strategic
21 partnership with 211 LA County for one year through June
22 30th of 2016 for up to 1.2 million to continue telephonic
23 IR and R services. This additional 12 months allows staff
24 the time to further explore the role of 211 advancing the
25 outcomes of the strategic plan such as Help Me Grow for

1 which they could be a competitive partner to further
2 advance that work.

3 Board action required is a waiving of Governance
4 Guideline Number 7.

5 So this then concludes a review of the
6 investments ending in 14-15. The next two slides then
7 will highlight programs that are scheduled to end in
8 15-16.

9 We can start then with reducing childhood
10 obesity. This includes our contract with LA County
11 Department of Public Health. And as already noted, this
12 contract is scheduled to end next year in June of 2016.
13 Key findings from the review include there is a likely
14 remaining balance of about 3.8 million and that it's not
15 specifically provided for in the 2015-2020 strategic plan
16 due to the fact that the focus of the initiative,
17 childhood obesity, is not one of our priority focus areas
18 under our health outcomes.

19 Other important considerations to note, this
20 project did experience significant implementation delays;
21 however, the infrastructure has now been built but the
22 program and strategies need to be implemented which will
23 allow, of course, for broader reach and impact.

24 Staff's recommendation then is to extend the
25 strategic partnership for one year with its current

1 allocation through June 30th of 2017, to continue the
2 initiative and successfully complete all of the faux pas
3 final deliverables. Board action to required is to
4 approve the extension of the to strategic partnership
5 within its current allocation and, therefore, no
6 additional funds are required.

7 Los Angeles universal preschool. This investment
8 is scheduled to end in June 30th of 2016. Key findings
9 from this review include a likely remaining balance of an
10 estimate of 30 million, not specifically -- it is not
11 specifically provided for in our 2015-2020 strategic plan
12 because within our ECE priority focus area, we will be
13 working on policy, advocacy, and coalition building to
14 achieve broad impact rather on directly funding ECE
15 spaces. Other considerations, LAUP has completed its new
16 strategic plan and business plan with initial
17 implementation underway.

18 Staff's recommendation then is to allow LAUP to
19 retain the remaining balance, that approximate 30 million,
20 to advance their strategic plan that is in alignment with
21 the ECE outcome area and First 5 LA's new strategic plan.

22 Board action required is an endorsement for LAUP
23 to retain this remaining balance and to direct staff to
24 develop an expenditure plan that aligns to First 5 LA's
25 and LAUP's new strategic directions.

1 So next steps. So today we are seeking board
2 action on the LA Care recommendation only. Next month we
3 will seek board approval or directional endorsement on the
4 findings and recommendations presented on the remaining
5 expiring initiatives. And again those are the Healthy
6 Kids investment, specifically the outreach enrollment and
7 retention work, the information resource and referral,
8 reducing childhood obesity, and Los Angeles universal
9 preschool.

10 And of course, any financial implications
11 provided within these recommendations will be included in
12 the fiscal year 15-16 budget which that approval takes
13 place in June.

14 And that ends the presentation. We can open it
15 up for questions and comments.

16 COMMISSIONER BROWNING: I think we have three
17 speakers that want to address this specific issue. Do we
18 Laura Sanchez? Laura Sanchez? Maybe I'm pronouncing the
19 name -- incorrectly, from health program coordinator of
20 the children's defense fund.

21 SPEAKER: Did you say Lorena Sanchez?

22 COMMISSIONER BROWNING: Lorena. I'm sorry.

23 SPEAKER: Good afternoon, commission chair and
24 commission members. Lorena Sanchez on behalf of the
25 Children's Defense Fund California.

1 We're here today to encourage First 5 LA to
2 maintain its commitment to ensuring that children and
3 families in LA county have access to health enrollment,
4 utilization, and retention services. We at Children's
5 Defense Fund California work with school districts in SPA
6 (phonetic) 6 and 7, which depend on enrollment services
7 provided by the CHOI Partners. We provide technical
8 assistance on systems change activities and capacity
9 building to insure sustainability of their outreach and
10 enrollment efforts.

11 Although uninsured rate of children and families
12 has been reduced significantly, it's projected that
13 between 2.7 and 3.4 million Californians will remain
14 uninsured by 2019. Half of that number are undocumented
15 families that are eligible for Medi-Cal or subsidized
16 insurance through Covered California but who will remain
17 unenrolled due to difficulties in the enrollment process
18 and ability to afford the coverage and other barriers.

19 Almost one-third of those families live here in
20 Los Angeles. It is why the Children's Defense Fund
21 California joins the partners here today in solidarity and
22 in strong support for extended funding. There there's no
23 question that the CHOI initiative has positively impacted
24 the access to care for children here in Los Angeles and
25 has organically built a health advocacy movement in

1 Los Angeles that we believe has the full potential to
2 sustain itself.

3 The Children's Defense Fund wants to commend the
4 board and the commission for its commitment for working
5 parents, organizations, and communities to insure that the
6 sustainability of these services.

7 We look forward being a partner in the process
8 and we thank you for your leadership and time.

9 COMMISSIONER BROWNING: Thank you.

10 The next speaker is Sonya Vasquez, I believe, who
11 is policy director from Community Health Councils.

12 SPEAKER: Hello and thank you again. My name I
13 Sonya Vasquez. I'm a policy director at Community Health
14 Councils and we are a health policy advocacy organization
15 and an enrollment entity with the CHOI program.

16 Representing the CHOI contractors, we want to thank you
17 all for the investment over the years of this program and
18 the staff recommendation to extend the contracts through
19 December. While we understand the strategic plan to
20 create -- to have a greater impact on policies and
21 systems, we feel that there's a misunderstanding of how
22 the outreach and enrollment goal -- grant actually align
23 with that strategic plan.

24 While, yes, we are a direct service program, we
25 have a much greater impact on policies and systems

1 initiative than you may be aware of. We have provided the
2 staff with information showing this alignment and how the
3 program can be better leveraged in the future. And I want
4 to just highlight one major thing that we offer, one key
5 area that we offer, And it's the data collected by this
6 program. Right now, we're able to show the impact of
7 on-the-ground enrollment and what it has on the health of
8 the community. We're also able to show the need for
9 enrollment services that go beyond application assistance
10 but help families access, utilize, and maintain their
11 coverage. We're able to show that over the last year our
12 -- the amount of troubleshooting that we've actually done
13 -- troubleshooting assistance has increased 138 percent.
14 And we've already as of February surpassed the amount of
15 troubleshooting assistance we helped with last year.

16 As a policy organization, I know too well the
17 benefit that this information has on the recommendations
18 that we provide and I know many other advocacy
19 organization can say the same. We believe that, with
20 additional tweaks to our database and additional training
21 support, our contractors can have the capacity -- to have
22 the capacity to collect data that can better inform all of
23 the First 5 initiatives and even provide geographic data
24 to inform the Best Start programing and any of their
25 policy and advocacy initiatives. We urge the commission

1 to consider extending our contracts even further than
2 December to better determine that synergies between these
3 programs.

4 Thank you.

5 COMMISSIONER BROWNING: Thank you. We have one
6 additional speaker. Looks like Kersey who is executive
7 director from MCH Access.

8 SPEAKER: My name is Lynn Kersey, and I'm the
9 director of maternal and childhood access community-based
10 policy service and service organization funded by First 5
11 LA and for many programs.

12 Thank you for the opportunity to give input on
13 the expiration of the Healthy Kids outreach program. We
14 participated fully in the development of Healthy Kids from
15 its inception as well as in the development of an outreach
16 and enrollment infrastructure. And we want to tell you
17 that First 5 can be extremely proud of the highly-trained
18 cadre of community workers that are a model for this
19 state. Indeed, Sonya, who was just here, tried -- and
20 others of us tried very hard to get the State to recognize
21 the level, the standard that needed to be met for
22 enrollment workers when they were developing their
23 program. We have metrics. We have clear training,
24 support, evaluation, real time data system.

25 And we respect the strategic planning process in

1 which you've been engaged. We appreciate that you funded
2 this for so many years. But in allowing this initiative
3 to expire, I'd like to be sure that I understand fully the
4 reasoning. We and the other organizations don't have
5 staff that can attend all the strategic planning meetings.
6 And it actually came as a surprise to me to understand
7 that we were being categorized as direct service only.
8 And so I very much like to understand or help you
9 understand that the work that we do contributes to policy,
10 your policy emphasis and supports the existing First 5
11 initiatives such as Welcome Baby and Best Start LA.

12 I just came from an oral health meeting in which
13 the USC director of -- for that program funded by First 5
14 with Western Governor's University and UCLA said, I want
15 to ask, who can help with these share of costs that are
16 coming up for your clients and they can't -- they can't
17 get into the dental business that they need to have. And
18 I said, why don't you call First 5 LA and ask them to
19 extend this program and tell them what help it is to you
20 in the community. The passage of the Affordable Care Act
21 does not mean that everyone's now covered and there are no
22 problems.

23 So if this work is essential, what -- how are we
24 going to fund it. I appreciate very much the six months
25 allowed to help us make that transition. I would hope

1 that we could work closely with staff and others and help
2 the exchange board recognize that the initiatives that
3 they put out are unworkable. I have 15 or 16 client
4 stories that tell how we've helped individuals. But for
5 each of those, I could tell you what the policy impact
6 was, what we did or what the coalition of organizations
7 did in order to make improvements.

8 And I don't mean to pick on Medi-Cal, Director
9 Browning. The Medi-Cal workers work very hard. And as we
10 get to them, they're able to make changes but they are
11 overwhelmed. The state had to be sued in order to make
12 the program work with the state to Covered California
13 computer. So these clients, these kids will not get their
14 developmental screenings that you've now emphasized, their
15 trauma-informed care that is the genesis or the gist of
16 the health coverage now, the health emphasis.

17 So I hope that we can get over the false
18 distinction between direct service and policy and see how
19 this incredible database that you've created and funded
20 can be used for Welcome Baby, for Best Start LA, and
21 continue in some way, shape, or form. And we very much
22 appreciate the opportunity to prove that to you.

23 Thank you.

24 COMMISSIONER BROWNING: Thank you for your
25 testimony.

1 Okay. Commissioners, are there comments. Ms.
2 Figueroa.

3 COMMISSIONER FIGUEROA VILLA: On every program
4 that you just described, there's an extension date through
5 December or through June. On LAUP, there's a
6 recommendation to have them retain the remaining balance.
7 Does that mean that, at end of June 30th, 2016, they -- we
8 give them the money and they'll follow up or what does
9 that really mean? There's no deadline date.

10 MS. FICEK: I'm going to ask somebody from my
11 team to come step up and help me with that.

12 MS. BELSHE: I can -- I can handle it.

13 The intent is for with this commission's
14 endorsement of LAUP's ability to use the remaining funds.
15 We're estimating it's 30 million. It may be less; it may
16 be more. That with that support directional endorsement
17 that will help LAUP leadership continue its very
18 thoughtful and responsible implementation of its new
19 strategic plan and business model. It is not a blank
20 check though. So we would work with LAUP and come back to
21 the board next spring with the detailed expenditure plan
22 for the use of those 30 million, 40, 20 that would reflect
23 both our strategic plan as well as their new strategic
24 plan.

25 So this is just in the spirit of partnership and

1 respect for the good work that LAUP is doing. Our staff
2 recommendation is for you all to let them know that they
3 can plan on using that \$30 million but that together we'll
4 come back with a concrete expenditure plan that would take
5 effect in July of 2017.

6 Is that responsive?

7 COMMISSIONER TILTON: Yes. Thank you.

8 COMMISSIONER BROWNING: Is this one of the action
9 items for the next meeting?

10 MS. BELSHE: For May, correct. But there's no
11 waiver of a guideline that's why it's really more
12 directional endorsement. The actual expenditure of the
13 monies and the commission's vote on that would be
14 occurring next year.

15 COMMISSIONER BROWNING: Art.

16 COMMISSIONER DELGADO: For the programs that do
17 have a deadline, six months, a year, how did you arrive at
18 those -- those time frames? Was that in collaboration
19 with those organizations? How did you come up with those
20 times?

21 MS. FICEK: For the LA Care contract, that was in
22 conversations with the Department of Health Services,
23 which operate the My Health LA program, working closely
24 with staff there to determine the appropriate time needed
25 to modify eligibility of that program as it currently only

1 covers or supports children ages six to 18. So they need
2 to expand that eligibility for children zero to five. And
3 that was the amount of time that was determined necessary
4 in order to go back to the county board of supervisors,
5 make that eligibility adjustment and then start to offer
6 kids currently enrolled in healthy Kids the opportunity to
7 then transition over to that program. So that was
8 determined based on, yes, conversations with the county.

9 And then the contract extension for department of
10 public health for the healthy kids program, that was then,
11 of course, based on the LA Care timeline knowing that the
12 Department has played an important role when the Healthy
13 Kids six to 18 program closed in assisting and supporting
14 those kids transitioning to another form of care or
15 coverage, playing a similar role for children zero to
16 five. So we aligned that timeline with that as well.

17 And then for the others, it was based on kind of
18 project status and the amount of time necessary to --
19 necessary to continue implementing the program, complete
20 deliverables, meeting that particular time frame and the
21 needs of the program based on that, and informed by the
22 program officers who each played a kind of crucial role in
23 informing the assessment process.

24 COMMISSIONER DELGADO: So after this six months
25 or a year are up, then what happens? Will any -- any

1 funds still left over would revert back?

2 MS. FICEK: Right. Correct.

3 COMMISSIONER BROWNING: Nancy.

4 COMMISSIONER AU: This is regarding -- I'm clear
5 about the recommendation for LA Care and the extension
6 thereof. And I'm also clear about the outreach piece
7 although I was wondering whether there would be
8 opportunity for the commissioners to really weigh in on
9 some of the other recommendations, especially around the
10 211 piece and the outreach piece.

11 I know that LAUP -- I think we've had a lot of
12 conversations regarding LAUP and their new business plan
13 as well. But it would be nice to have additional
14 conversation.

15 So is -- are any one of these scheduled for
16 further conversations in programming and planning before
17 we're asked to act?

18 MS. BELSHE: This will be coming back to the
19 board in May for the non-LA Care recommendations. If
20 helpful, we can allocate some time at our next P and P
21 meeting for further discussion. If there's an interest by
22 commissioners to do that, we would certainly make that
23 work.

24 COMMISSIONER AU: I would really appreciate that.

25 MS. FICEK: Okay.

1 COMMISSIONER BROWNING: What about other
2 questions? Comments?

3 Okay. I think there's an action item before us
4 on LA Care.

5 MS. FICEK: Correct.

6 COMMISSIONER AU: I move to --

7 COMMISSIONER BROWNING: Okay. Moved.

8 COMMISSIONER DELGADO: I second.

9 COMMISSIONER BROWNING: Moved and seconded.

10 MR. STEELE: Just for the record, commissioner,
11 that would include waiving Governance Guideline 7 and that
12 would require seven affirmative votes.

13 COMMISSIONER BROWNING: So we need a roll call on
14 that?

15 MR. STEELE: Yes.

16 COMMISSIONER BROWNING: So you want to clarify
17 again the --

18 MR. STEELE: The motion is to waive Governance
19 Guideline 7, which is the guideline relating to the
20 expiration of contracts and approve the staff
21 recommendation to extend the contract for six months.

22 COMMISSIONER BROWNING: And how many votes are
23 needed for that?

24 MR. STEELE: Seven.

25 COMMISSIONER BROWNING: Okay. Go ahead and call

1 the roll please.

2 SECRETARY: Judy Abdo.

3 COMMISSIONER ABDO: Yes.

4 SECRETARY: Nancy Au.

5 COMMISSIONER AU: Yes.

6 SECRETARY: Jane Boeckmann.

7 COMMISSIONER BOECKMANN: Yes.

8 SECRETARY: Philip Browning.

9 COMMISSIONER BROWNING: Yes.

10 SECRETARY: Arturo Delgado.

11 COMMISSIONER DELGADO: Yes.

12 SECRETARY: Duane Dennis.

13 COMMISSIONER DENNIS: Yes.

14 SECRETARY: Sandra Figueroa-Villa.

15 COMMISSIONER FIGUEROA-VILLA: Yes.

16 SECRETARY: Marvin Southard.

17 COMMISSIONER SOUTHARD: Yes.

18 SECRETARY: We've got eight. Motion passed.

19 COMMISSIONER BROWNING: Motion carries. Thank
20 you very much. Any other discussion on this before she
21 leaves the podium?

22 Thank you. You did a good job. I appreciate
23 that help. And I do think it would be helpful if the
24 commissioners, even if they didn't attend the P and P,
25 could get just a brief update on some of these -- for

1 instance, how did 1.2 million get identified for 211, some
2 of those sorts of things that we could spend a lot of time
3 discussing at our next board meeting, but it might be just
4 simpler if we got a one-page executive summary of that
5 sort of thing.

6 MS. BELSHE: On each or?

7 COMMISSIONER BROWNING: I would sy on each one
8 for which there's a request to do something different with
9 the exception of LAUP which I think talked about. The
10 others I think we went through pretty quickly and I didn't
11 have a good sense of the cost allocation, methodology, and
12 maybe the time frame.

13 MS. FICEK: How the funding was determined?

14 MS. BELSHE: Happy to do that. And, again, I'd
15 like to remind commissioners that we are convening the
16 program and planning committee meetings as special
17 commission meetings just as a matter of course to enable
18 commissioners, regardless of their membership on the
19 committee, to attend and participate. If we don't call it
20 a special commission meeting, you can come but you can't
21 talk. And with all due respect, I made the executive call
22 that you would want to come and talk.

23 COMMISSIONER BROWNING: Thank you. Appreciate
24 that.

25 Okay. I think the next action item is 6, and

1 that's to approve the legislative agenda. And we have
2 Raoul who is going to talk to us who is the government
3 affairs officer. So welcome.

4 MR. NOLLEDO: Hello. Good afternoon,
5 commissioners. The policy department is here before you
6 today to recommend legislation for inclusion in First 5
7 LA's 2015 legislative agenda. I'd like to call your
8 attention to my dog, Finegan, who is very subtle about
9 begging for attention.

10 MS. BELSHE: Is he reading the bill analysis?

11 MR. NOLLEDO: Yes, he is actually. He offered
12 opinions on it, too. I disregarded all of them.

13 Before we talk about the recommended bills, the
14 policy department would like to thank the commission once
15 again for approving the proposed criteria for selecting
16 bills during the 2015 legislative session. As you may
17 recall, we presented the four-part criteria at the P and P
18 and mission commission meetings in February and it was
19 approved by the commission during the March commission
20 meeting. This criteria has helped staff concentrate its
21 efforts on policy opportunities that are most relevant to
22 First 5 LA's priorities.

23 In addition to the criteria, we are also
24 utilizing additional considerations, some of which were
25 recommended by the commission in previous months, such as

1 the ability to work with other advocates and coalitions.

2 In terms of an update to our work, policy staff
3 continues to get new information on bills as they are
4 amended at various points throughout the legislative
5 process. Once we have sufficient information on a bill,
6 we prioritize analysis based on staff capacity. So in
7 your packet please find two lists. On the first page of
8 Attachment A is a list of bills we recommend for support.
9 As you may have noticed, we incorporated commissioners'
10 suggestions to include information on the supporters of a
11 bill when that information is available. We definitely
12 agree with you that it provides a clearer context of a
13 policy landscape.

14 So today we are presenting three bills for our
15 initial recommendations for support and inclusion on the
16 agenda. The first is AB-74, which is a bill from
17 Assemblyman Calderon. It would increase the number of
18 required inspections of family child care centers.
19 Currently, five years or more may elapse between site
20 visits from the licensing program, which is hardly
21 frequent enough to insure quality of care and the safety
22 of children in these settings. This bill would require
23 annual unannounced visits for all licensed facilities.

24 Next up on the list is a bill from Assemblyman
25 Evan Lowe, AB-648, that would provide a means of building

1 out the virtual dental home model. Using this model,
2 dental hygienists and dental assistants provide care to
3 underserved populations in a community setting while
4 collaborating remotely with a dentist using telehealth
5 technology. Now, as you may remember, First 5 LA
6 recognized the value of this model and funded one here in
7 Los Angeles. This bill represents a way of sustaining and
8 scaling up one of our investments in oral health.

9 Last on the list is AB-1321 which, is authorized
10 by Assemblyman Phil Ting from San Francisco. And this
11 bill would create the nutrition incentive matching
12 program, which would award grants to certified farmers
13 markets that doubled the amount of nutritional benefits
14 available to low-income consumers when purchasing fresh
15 fruits, nuts, and vegetables. In 2014, First 5 LA
16 provided a 2.5 million grant for the market match program
17 to help increase access to healthy foods for young
18 children and their families. Similar to Assemblyman Low's
19 bill, AB-1321 represents a mean of sustaining and scaling
20 up one of our investments.

21 Now, on the second page of Attachment A is our
22 priority watch list. These are the bills that staff
23 prioritized for analysis because they promise to be
24 relevant to First 5 LA's activities and are also moving
25 faster through the legislative process. That is the case

1 with the second and third bills, AB-765 and AB-833, which
2 were recently amended, as is also the case with Senator
3 Mitchell's SB-23, which has already passed the policy
4 committees and is actually scheduled for an appropriations
5 hearing.

6 Now, the first one, AB-50, is a bill with which
7 we have been very engaged. First 5 LA and a number of
8 home visiting advocates have provided the author,
9 Assemblyman Mullin, with adjustment amendments to the
10 bill. We believe these amendments will incorporate a
11 broader vision of home visiting services that will benefit
12 the families of California.

13 I also wanted to point out that there's yet
14 another list of bills in your packet, Attachment B. These
15 are the bills that we are currently monitoring. As
16 they're further developed, we'll assess to see if further
17 action should be taken.

18 So that's our recommended list of bills. Today
19 we are asking the commission to approve the bills
20 recommended for First 5 LA's legislative agenda. Policy
21 department staff will continue to work with other
22 legislation and will update the commission on these
23 activities throughout the session.

24 And with that, if you have any questions or
25 suggestions, we are here for you.

1 COMMISSIONER BROWNING: Thank you. Cynthia.

2 COMMISSIONER HARDING: Good afternoon. Great
3 presentation. And I really am impressed to see how the
4 policy work has grown. And I think the list of bills you
5 have a right on. I did have a question about one bill
6 that I saw missing and I just wanted to understand if you
7 looked at it or whether you decided not to put it on the
8 list for some reason. That's SB -- I think it's 277,
9 Senator Pan's bill around immunization for children and
10 personal belief exemptions. And I wondered whether you at
11 all you considered that one; and if not, I'd just like to
12 understand why. It fits in with the prevention in my
13 mind, so -- and it's sort of the big issue of the day
14 because of whooping cough and measles and the new
15 outbreaks that we're seeing. So I just wondered what your
16 thought process on that was.

17 MR. NOLLEDO: We had actually seen the bill. And
18 our initial assessment based on the four-part criteria
19 that was approved was that it didn't really fall into any
20 one category, but we're willing to re-examine that again.

21 COMMISSIONER HARDING: I think from a perspective
22 -- I'd love it if you could because from the perspective
23 of prevention and child health, it's a pretty key bill And
24 I think it's one of the issues that we deal with in this
25 commission.

1 MR. NOLLEDO: All right. I'll put it on the
2 list.

3 COMMISSIONER BROWNING: Dr. Southard.

4 COMMISSIONER SOUTHARD: Another bill that I think
5 you probably didn't take a look at because the relevance
6 wasn't particularly clear is the -- and I don't have the
7 number, but I'll get it to you. It's the bill about
8 supporting Medicaid billing for -- for peer workers in the
9 -- in the Medicaid system. And the relevance is it also
10 includes parent partners. And so the opportunity to have
11 a financial source for the parent partners might be a
12 valuable asset to consider. So I'll send you the
13 particulars so you may consider it.

14 MR. NOLLEDO: That would be great. Thank you.

15 MS. BELSHE: And excuse me. I think a connection
16 there, Dr. Southard, could be providing an opportunity to
17 tap federal funds to provide nonhealth care professionals
18 to support home visiting services, community services. Is
19 it only about peer support or --

20 COMMISSIONER SOUTHARD: So --

21 MS. BELSHE: -- is it part of the non--

22 COMMISSIONER SOUTHARD: The original -- I mean,
23 the core of the bill is to have people with lived
24 experience have -- have the ability to bill Medicaid for
25 support services that they provide other people with such

1 lived experiences. But as its -- as it was formulated, it
2 was grown to include the parent partners that are a part
3 of the child -- child welfare response programs. And in
4 that instance, I thought it might be relevant because the
5 parent partners support other families who are going --
6 going through that system in to reaching success not just
7 around mental health issues, but on --

8 MS. BELSHE: Providing like a community
9 connection, connecting peer support.

10 COMMISSIONER SOUTHARD: The way to think of it is
11 people who have been through the system in some fashion
12 successfully helping others who are currently in the
13 system. So parent partners is just one version of that.
14 And it gives a way of billing for nonclinical things. And
15 so in some ways, it's also less stigmatizing because you
16 can provide the support without necessarily being
17 connected diagnostically to a problem. So there are a
18 couple opportunities embedded in that.

19 COMMISSIONER BROWNING: Duane.

20 COMMISSIONER DENNIS: I also think we also should
21 do a watch on the Speaker's bill to immunization of child
22 care providers because I think it's also being supported.
23 Not the Speaker -- Pro Temp, and I think the Speaker is
24 supporting the bill as well. So the game has changed.
25 This bill has been going through I think for the last ten

1 years and whenever it got to the Governor's desk,
2 regardless of party, it was vetoed. But it may change
3 because the Speaker and Senator Pro Temp are supporting
4 it.

5 So I think we should have a watch because it has
6 major implications on the child care arena. So I would
7 suggest that.

8 MR. NOLLEDO: That's SB-548; right?

9 COMMISSIONER DENNIS: Yes.

10 MR. NOLLEDO: On our Attachment B list. But,
11 yes, we will definitely be keeping an eye on that one.

12 COMMISSIONER BROWNING: Do you have any cost
13 estimates on the ones that you're asking for approval?

14 MR. NOLLEDO: For the virtual dental home bill,
15 there was an ask of about 4 million. The previous
16 iteration of the annual unannounced child visits bill by
17 Caldron, I believe the previous iteration of the bill
18 actually mentioned 24 million I want to say. Yes. Tess
19 is nodding yes.

20 SPEAKER: But for all licensed visits, not just
21 child care.

22 MR. NOLLEDO: And in regards to the food program,
23 there hasn't been an analysis on the cost yet but I --
24 actually, there might be a previous bill, so let me find
25 out what the figure is on that one.

1 COMMISSIONER BROWNING: Okay. Thank you. What
2 about other questions or comments? Deanne.

3 COMMISSIONER TILTON: The 24 million is not in
4 the bill now?

5 MR. NOLLEDO: It's not actually mentioned in the
6 bill.

7 MS. BELSHE: It will be the estimated fiscal
8 impact. And if the governor signs it, it would then need
9 to be incorporated into a budget.

10 COMMISSIONER TILTON: But that was for all
11 licensed facilities, not just children, right? So it's
12 not going to be --

13 MR. NOLLEDO: That's right.

14 COMMISSIONER TILTON: That's very important.

15 COMMISSIONER BROWNING: Other questions or
16 comments?

17 Do I have a motion on the action item?

18 COMMISSIONER AU: So moved.

19 COMMISSIONER BROWNING: Motion and second. All
20 those in favor say aye.

21 COMMISSIONERS: Aye.

22 COMMISSIONER BROWNING: Any objections or
23 abstentions?

24 Hearing none --

25 COMMISSIONER DENNIS: One comment, Philip. I

1 think maybe during P and P, since we're getting close to
2 maybe revise time that -- that we have an update on our P
3 and P meeting. I think that would be helpful because, by
4 the time we have our next board meeting, I think the
5 revise is over, if I'm not mistaken.

6 MS. BELSHE: It will be just before, but the
7 timing's still --

8 MR. NOLLEDO: Still relevant, yes.

9 COMMISSIONER DENNIS: If we could have, you know,
10 an update during P and P, that would be helpful.

11 MR. NOLLEDO: We can definitely do that.

12 COMMISSIONER BROWNING: Thank you.

13 Motion carried.

14 I think the next item is information, strategic
15 plan implementation overview.

16 MS. BELSHE: Question, Mr. Acting chair, is if we
17 should take a ten-minute break. I would suggest we take a
18 ten-minute break.

19 COMMISSIONER BROWNING: Okay. Let's take a
20 break.

21 (A brief break.)

22 COMMISSIONER BROWNING: Go ahead and get started
23 after our break. I think what we're going to do is to
24 take things out of order. We're going to take Item 10, I
25 believe, out of order if there's no objection to that, and

1 that's an RFQ for auditing services. Raoul is going to
2 talk about that.

3 MR. ORTEGA: Good afternoon. Item 10 is the
4 result from our request for qualification also known as
5 the RFQ for our auditing services.

6 To provide you some background information, all
7 county commissions are required, per the California Health
8 and Safety Code, to conduct an independent audit. Back in
9 October of 2014, First 5 LA completed its fifth year
10 contractual relationship with Vavrinek, Trine, and Day,
11 Company -- VTD -- requiring First 5 LA to issue an new RFQ
12 or a new procurement process for auditing services.

13 A total of four CPA firms submitted proposals
14 which went through the first two of a three-level review
15 process. Level one was an internal review from our
16 compliance team. That was to insure that all applicants
17 submitted all required documents. Our level two, which
18 was an external review, consisted of a team of certified
19 public accountants and a tool that scored the applicants
20 in six different areas ranging from technical experience,
21 government auditing experience, and qualification of their
22 staff who would be working on our engagement. Out of
23 those four applicants, two rose to the -- to the highest
24 level and went to a face-to-face interview with the
25 finance staff, which was level three.

1 Bavornick, Try and Day and Company, our existing
2 auditors, did receive the highest scores in both level two
3 and three. And based on those results, it is staff's
4 recommendation to proceed forward and enter into a
5 contract negotiation with VTD. This contract will reflect
6 a term of up to six years with an option to extend up to
7 an additional six years with the requirement of the
8 auditing partners to be rotated. This approach is
9 grounded on the enactment of AB number 1345 which endorses
10 local agencies to employ a public accounting firm to
11 provide auditing services for up to six consecutive years.
12 And after the sixth year, the same firm may continue to
13 provide auditing services as long as the firm is able to
14 rotate the lead auditing partner or the coordinating
15 partner. This is becoming the industry norm. This
16 approach does promote consistency and in addition cost
17 savings both on the administrative side and negotiating
18 auditing fees.

19 Because this is a new contract approach, staff
20 determined in the spirit of transparency and alignment to
21 the governance guidelines that it would be appropriate for
22 us to take this item today as an information item and will
23 seek approval through the regular consent calendar at the
24 May commission.

25 If there's any questions, I'll be more than happy

1 to answer them.

2 COMMISSIONER BROWNING: Questions? Comments?

3 COMMISSIONER DENNIS: I do have one question.

4 COMMISSIONER BROWNING: Duane.

5 COMMISSIONER DENNIS: And I don't know if it's
6 applicable to this particular item and maybe this is a
7 question for contract. Do we have a policy with regards
8 to minority contracting and how do we fulfill that
9 requirement if we have any requirements? And I just don't
10 know.

11 MS. BELSHE: Here comes Jennifer Eckert. Cue our
12 contracts maven.

13 SPEAKER: Hi. Could you repeat your question,
14 please?

15 COMMISSIONER DENNIS: Do we have policy -- and I
16 understand, you know, I mean, this particular issue as
17 relates to auditing; you like to have people that are
18 familiar with -- you are familiar with and comfortable
19 with. My question, I guess is a larger question. Do we
20 have policies with regards to minority contracts,
21 especially for consultants and services similar to these.

22 SPEAKER: We don't have any specific policies on
23 -- are you talking about the term of the contract or the
24 length of period in which we're recommending?

25 MS. BELSHE: Or provisions as it relates to the

1 solicitation that calls out our interest in contracting
2 with women-owned businesses and --

3 SPEAKER: Oh, I'm sorry. Yes. So we do have
4 that language in our procurement policy so that we can do
5 greater outreach to promote diversity. We've been working
6 with extensively with the consultant to come up with a
7 diversity outreach plan, and what we're hoping to do is
8 include more specific recommendations on that in our
9 selecting contractors and grantees policies to bring that
10 to the board for recommendation.

11 COMMISSIONER DENNIS: Great. I would love to be
12 kept up to date. And if you want to bring that to P and
13 P, bring that as well. Okay? Thank you.

14 MR. WAGNER: If I could just comment on this
15 because this is following up on the last time we brought
16 the procurement policy to the board and this was an issue
17 identified a couple of years ago where, when we're
18 updating the procurement policy, that we would do more of
19 an outreach and make sure that we are as open as possible
20 to making sure people are aware of the contracts that
21 we're soliciting. So that's a lot of the work that
22 Jennifer's talking about that has been done and that we
23 will be bringing back in the selection policy of grantees
24 and contractors.

25 COMMISSIONER FIGUEROA VILLA: In the bidding

1 process, I know there's some county or maybe city where,
2 if you're a minority-owned business, there's extra points.

3 SPEAKER: That's correct. So we're looking at
4 all the options and we're looking at the way in which the
5 county treats all these different types of businesses, and
6 we're going to come to the board with some recommendations
7 and that would be included in the selecting contractors
8 and grantees policy.

9 COMMISSIONER BROWNING: Other questions or
10 comments?

11 Okay. Thank you. Appreciate that. Which item
12 do you think is next?

13 MS. BELSHE: Let's do Armando.

14 COMMISSIONER BROWNING: Okay. Armando.

15 MS. BELSHE: We're hoping that -- Supervisor
16 Antonovich is in route we're told, so we're going to press
17 ahead but hopefully he'll be joining us shortly.

18 MR. JIMENEZ: Thank you, commissioners. And
19 hopefully you can indulge me just for a few minutes.

20 Before I start, I wanted to express a thank you
21 to Steven LaFrance and the LFA team. They're not here and
22 he's not here, but he's here in spirit and they're here in
23 spirit because they have actually brought the guiding
24 principles for the monitoring, evaluation, and learning
25 framework to us and their best thinking. And they've been

1 great thought partners in the work.

2 I also wanted to thank -- and I hope she's here
3 out in the audience -- but I wanted to thank Kim Hall.
4 Kim Hall is a senior research analyst in my department and
5 she's really been fantastic in providing great leadership
6 and kind of developing our monitoring, evaluation, and
7 learning framework and all of the activities related to
8 it. It's a lot of work and she's really done a fantastic
9 job. And I just wanted to say that you'll get a chance in
10 the future to be able to hear from her as we have more
11 discussions.

12 So I also wanted to say that I'm going to be
13 using MEL, and I know it's another acronym. We are
14 notorious for bringing more acronyms. It's in our DNA,
15 but I just wanted to say it's a lot easier than talking
16 and phrasing monitoring, evaluation, and learning every
17 two minutes.

18 MS. BELSHE: And we also didn't create it.

19 MR. JIMENEZ: We also didn't create it. Exactly.

20 MS. BELSHE: We're not the only ones using it.

21 MR. JIMENEZ: Excellent point. Actually, it's a
22 concept that's starting to build momentum out in the field
23 in terms of the foundations we're building more
24 accountable systems, more better learning systems. So I
25 just wanted to acknowledge that. It's a nice term, too.

1 it actually sounds like an old friend.

2 So at the last planning committee meeting, we
3 actually -- March 18th, I had an opportunity to have a
4 discussion with the commission about the analysis of
5 research and evaluation projects. And in that discussion,
6 I talked about some future discussions we would have with
7 you. And one of them was talk a little bit about more
8 what we're going to do in the future. So today I really
9 wanted to have that discussion with you or begin that
10 discussion about work in the future.

11 So the goals of today's presentation really just
12 very basic. We want to introduce the guiding principles
13 for MEL to you and talk about a little bit about what they
14 are. I wanted to talk about some implications of this
15 work and to review some next steps that in the future
16 we'll have more discussions, more detailed discussions
17 about MEL and kind of how we're going to approach
18 evaluating work in the future.

19 So as background, over the past 15 years, the
20 primary focus and purpose of our evaluations here at First
21 5 LA have really been about accountability. And it's
22 really about understanding the merit and worth of our
23 programs and our investments. And for the most part, and
24 I'll basically oversimplify this, but the model was we
25 would fund an initiative, we would go out and do an

1 evaluation, we would bring the results back and then
2 oftentimes the results being brought back at a stage in
3 which the initiative was almost ending, and then we would
4 make a decision about what to do next, either continue it
5 or not continue it. That was, in a sense, the predominant
6 model that we had at the commission.

7 Given the circumstance and given what we were
8 encountering, that was reasonable and appropriate for the
9 tile. For the most part, the predominant model that I
10 just described is present in government and in many
11 foundations. They still continue to do that work. But
12 the other thing I wanted to mention is that from -- with
13 respect to research and evaluation, we were laser beam
14 focused on those initiatives. We were looking within the
15 small worlds of those initiatives and projects and
16 programs. We didn't have an opportunity to really look
17 across the initiatives that we were funding and to really
18 understand to what extent we're actually having any impact
19 by doing all of these things.

20 We also didn't have and seize upon the
21 opportunity to look at strategies or common strategies
22 across initiatives; for example, policy strategies or
23 system improvement strategies or capacity building
24 strategies across the initiatives. We didn't have an
25 opportunity to do that.

1 So I think given the strategic direction that we
2 have and our given our need to focus and our role to
3 really try to get to the point of having a much larger
4 impact than we have, our organization and the work that we
5 do and how we measure it needs to be more intentional,
6 data driven, and we really need to become a learning
7 organization.

8 So I wanted to basically make a really important
9 point, and the point is that us becoming a learning
10 organization does not come at the expense of being
11 accountable. The important thing is that we as an
12 organization need to boost and significantly enhance our
13 learning activities and our learning focus. So again, the
14 work that we're doing and the work that we will be doing
15 in the future will expand. In fact, I think it's in a
16 good way it will expand. So I just wanted to really
17 assure the commission that learning does not come at the
18 expense of accountability. And in fact, learning and
19 accountability are not mutually exclusive. In fact, I've
20 always felt in my experience that learning fuels
21 accountability.

22 So when we talk about the guiding principles for
23 MEL, what do we mean? What is -- what are we talking
24 about? And I wanted to talk about it with respect to a
25 shared philosophy. It's really a shared vision and

1 understanding. And, again, the shared vision and
2 understanding is not necessarily a vision and
3 understanding within the research and evaluation
4 department. This is a shared vision and understanding
5 within the whole organization, I think within the
6 commission broadly, and also our partners, the folks that
7 we work with very closely. And the most important thing
8 about guiding principles is, it really provides us with
9 guidance for decision making. I had -- actually, I wanted
10 to say I feel extremely blessed to have a wonderful staff.
11 I have a fantastic staff. Oh, there -- actually, I wanted
12 to -- this person that just walked in is Kim Hall. She's
13 our senior research analysis and she's leading our MEL
14 efforts internally and she's really -- I think, again,
15 you'll get a chance to hear more from her and more details
16 as we move forward, but thanks, Kim, for pointing her out
17 and wonderful work.

18 So I wanted just to get back. One of the things
19 that I recall when we have -- I mention we had have some
20 extremely gifted staff and wonderful staff. We have kind
21 of a new group, new cor of staff have started within the
22 past two years. One of the things that they brought to my
23 attention, they said, you know, Armando, do we have
24 anything that helps us understand, kind of giving us a
25 sense of guidance about our purpose and approach, the

1 extent to which we want to focus our evaluations? Is
2 there anything that will help us do that as we start to do
3 this work? And I said, ll, that's an excellent question.
4 At this point, we don't, but we really need one. We
5 really need that. And actually I have the same questions
6 from leadership to say, well, how do you decide that that
7 evaluation had that level of effort or, you know, what was
8 the approach that made you decide to do it this way?
9 So I really wanted to say that the guiding principles are
10 really -- it's that opportunity to have that framework and
11 have that understanding.

12 So rather than listing out -- writing a list of
13 principles, I wanted to kind of say they really group into
14 two categories, two meaningful categories for us: One is
15 around purpose and the other is around approach.

16 So here they are. The group related to learning.
17 That's the purpose that we wanted to emphasize today in
18 the guiding principles. So in a sense, we are going to be
19 leading with learning. And learning systems and creating
20 learning culture is really the cornerstone of MEL and the
21 MEL efforts that we want to put forward. We also wanted
22 to make sure that our understanding that learning is
23 continuous. Based on our work in the past, we don't want
24 to bring information and learning have that learning be
25 done at the end of efforts or at the point in which our

1 funding and activities are near its end. We want to have
2 that learning be continuous.

3 We wanted to really emphasis that learning takes
4 time. One of the things that very, very clear in the
5 literature, in the evaluation literature and the research
6 literature is that there have been many efforts, funding
7 efforts have been stopped well before the learning action
8 and outcomes take place. And this is something that we
9 find in many of the projects that in fact are occurring
10 out in the real world.

11 One extremely important part about this in terms
12 of the principles is having shared ownership. And, again,
13 I talk about the fact that the ownership around MEL and
14 the work that we do in the future with regard to research
15 and evaluation is not a departmental effort; it will be an
16 organizational effort. All of us in First 5 LA will be
17 engaged in this work at some level, some more than others
18 but it will be all of our work. So I wanted to emphasize
19 that's important and that's a key to success.

20 The other thing I wanted to emphasis is something
21 that often tends to be a little difficult to have a
22 conversation about, and that is that we actually have and
23 describe success and failure having equal value. We
24 oftentimes have a difficult place or a difficult situation
25 when we bring mistakes and failures forward and say, oh,

1 this didn't work as well as planned or maybe this design
2 wasn't the most appropriate design or maybe this wasn't
3 the best way to implement it. So I wanted to say that,
4 embracing the success as well as failure is going to be
5 critical in our new work.

6 Years ago, I actually was driving across actually
7 through the Oregon coastline -- and if you've not had a
8 chance to drive through the Oregon coast, I would
9 encourage you to do it. It's just gorgeous, it's
10 beautiful. And we stopped -- family and I stopped at a
11 restaurant, very small restaurant. And one of the
12 interesting things about that is that they had napkins
13 with inspirations quotes on them. I -- I -- I found it
14 fascinating, but I wanted to read you -- I wanted read you
15 the one I had because I still kept it. You probably think
16 I'm very strange for doing so, but it said, the path to
17 success is paved with a cobblestones created from our
18 mistakes. And little did I know or anyone know that I
19 would be actually using that in a commission presentation.
20 But I think it really exemplifies this whole thing around
21 embracing failures and being able to learn from them. The
22 key part about talking about failures is actually learning
23 from them and taking action.

24 The other thing about the guiding principles, the
25 other grouping I wanted to talk about was approach. And

1 the one thing I wanted to mention is this particular
2 principle for me it's really -- I like the way it rolls
3 off the tongue and it's the first one we talk about, we
4 seek to monitor comprehensively but evaluate selectively.
5 And really what that means is that, we will not be
6 evaluating every single activity that we implement. In
7 fact, what we are going to do and what I think is more
8 effective for us to do is be strategic about our
9 evaluations, to really think about how the evaluation will
10 help us understand the bigger picture.

11 The other thing, years ago when I first started
12 at the commission, we had an opportunity to have a small
13 chat with the research director of the Kellogg Foundation.
14 And I asked the individual, is there one piece of advice
15 that you can give me as I start this work. And he said,
16 well, the one thing I would say is, your pursuit of
17 attribution, forget about it. He basically said, it's
18 contribution; change the nature of the conversation to
19 contribution. It really changes the dynamics, it changes
20 the relationships, it changes the nature of partnerships.
21 He said, that is your pursuit. Ultimately, that is a
22 principle that we want to embody moving forward.

23 The other thing I wanted to mention is that we
24 feel that research data development and data integration
25 will have a much larger role in our work moving forward in

1 terms of the learning. We feel that's a significant piece
2 to help inform our policy work and our systems improvement
3 work.

4 The other thing I wanted to say is that give --
5 similar to the policy agenda, one of the things I really
6 like about the policy agenda is the opportunity to be
7 flexible. The one thing we wanted to say is, the MEL
8 agenda or the MEL work, we want to make sure that we can
9 adapt to circumstances that change. We want to be able to
10 seize upon opportunities if they're presented to us. So
11 that's the one thing we also want to include in our
12 thinking moving forward.

13 So implications and, basically, what does this
14 mean for us on the ground level in terms of doing the
15 work? We do acknowledge and realize that we're going to
16 have to do things very differently. We're going to have
17 to approach things very differently. We're going to have
18 to think about things very differently. It's about using
19 different tools and methods. One of the things I'd like
20 to say as an example of that is, I really am excited and
21 had -- we've benefited tremendously from our work using
22 developmental evaluation at Best Start.

23 There are also some interesting innovative tools
24 that we've been able to see. For example, the use of
25 what's called network mapping to be able to understand the

1 influence of partnerships in actions in terms of changing
2 social systems. I know several of you are nodding your
3 heads. And this is really interesting work and I think it
4 would be applicable here. That's a different kind of
5 methodology and approach. The other is one that I think
6 Commissioner Southard had mentioned previously, and that's
7 really to take a focus on the cumulative affect of issues
8 and things that are going on in communities. We all know
9 that there are several initiatives working. And the
10 question is not what is First 5 really changing; it's
11 really what's changing in those particular places.

12 So those really are new approaches, new thinking,
13 new ideas, new designs. And also we have to be conscious
14 about the resources that we're putting forward. We have
15 to be strategic about those resources. We will not have
16 the types of resources that we've had in the past to do
17 the evaluation work but I think we can be creative and we
18 can be innovative and, again, we can be strategic about
19 the way we spend the dollars for evaluation.

20 So becoming a learning organization takes time.
21 And, again, I've said this before and I know that others
22 have said it, and those who have done work in the field
23 have said it. And it will take some time and will require
24 new systems, new thinking, new approaches, and new
25 attitudes. And I think it will be one in which I can say

1 at this very point in time there will be some bumps,
2 there will be some points in which we will probably do our
3 best learning by making mistakes. But it will take some
4 time to have us become the organization which we I think
5 aspire to and I think we will and can.

6 So the next steps for the work is we want to
7 introduce the monitoring, evaluation, and learning
8 framework at the June commission meeting. In fact, that's
9 when we'll be able to see Kim Hall in action and she'll be
10 presenting some more detailed work.

11 We wanted to talk a little bit more about how
12 this impacts the strategic plan. So there will be more
13 discussions in the future. We're excited about that and
14 we're hopeful that we'll be able to get some great input,
15 not just from the commission but also from our external
16 partners in doing this.

17 So today, ultimately, I just wanted to introduce
18 this concept. And what we really need from you is at a
19 minimum -- and this is something we want to bring forward
20 to the commission is an endorsement of these guiding
21 principles for MEL because it really changes the way we're
22 going to do our work and not just, again, research and
23 evaluation, the whole organization. It's the fabric of
24 all of what we do.

25 And I wanted to also provide and ask if there's

1 any opportunity for input, ideas for -- for enhancement or
2 anything that we missed and open it up for questions. And
3 actually I wanted to save that for after.

4 MS. BELSHE: Isn't there another slide you wanted
5 to share?

6 MR. JIMENEZ: I'll do it. So I'm going to take
7 the prerogative and I'm going to express some grandpa
8 power. These are my grandchildren. On the left is Amelia
9 and on the right is Joelle. And I know what you're
10 thinking; how are these beautiful little children related
11 to me. I know Craig's shaking his head. But yes, I would
12 say that my wife probably takes credit for all of their
13 beauty and intelligence and, if they got anything from me,
14 it's their sense of humor and being rambunctious.

15 So anyway, they wanted to present them to you.

16 COMMISSIONER TILTON: Are they on the Oregon
17 coast there?

18 MR. JIMENEZ: No, they're not. Actually, they're
19 in -- I think in -- near Torrance, Palo Verdes. They live
20 in Teresa's neighborhood.

21 But anyway it's wonderful being a grandfather and
22 I would definitely say --

23 COMMISSIONER DENNIS: A couple comments and
24 questions, Armando. And I said this during P and P. This
25 new framework allows us to develop more research partners.

1 And I would hope that, as we are thinking about our
2 research strategy, we are looking at viable partners who
3 will be willing to put skin in the game. We don't have to
4 bear it alone. The difference being, when you were
5 evaluating an initiative, it's hard to get a partner.
6 When you're evaluating a theme like resiliency, there are
7 many people throughout the country who are dealing with
8 resiliency as far as, you know, strengthening families
9 framework. So I will hope we can do that.

10 And I guess I would ask more about, what are your
11 -- your thinking around this learning organization. I
12 mean, if you can give me a short definition. Because part
13 of I think being a learning organization is that your
14 research and evaluation informs practice and -- and the
15 reciprocal, where practice informs better evaluation and
16 that, I think, is really important in moving the
17 evaluation agenda forward. And I don't know if we've done
18 that a lot in the past. When we've taken an evaluation,
19 change practice or inform practice, and then we find the
20 evaluation around looking at, you know, some of the
21 practice elements over a period of time.

22 MR. JIMENEZ: I was just going to say, I think
23 that that's probably the real basis of what we want to do
24 and it's around the kinds of questions that are asked at
25 all levels, not just within the First 5 organization but

1 within our partners as well. We ask -- I always go
2 through this -- used to go through this exercise of asking
3 individuals the so-what question. You do the work and
4 people show up; so what. So people are actually learning;
5 so what, to what extent does that learning actually help
6 them change something and what does that change do, what's
7 the thing at the end of the day that is better off for
8 those particular families, children, practitioners,
9 systems, organizations.

10 So I think that those questions are the things
11 that you would start to hear within not just our
12 discussions but discussions between our partners and
13 actually partners and other partners. So it's hard to
14 characterize that, but that in a sense is kind of the
15 learning culture and learning system that is part of a
16 learning organization that we -- I think you're right. We
17 have some room to go to get to that place but I think
18 these pieces and these elements will help us get there.

19 COMMISSIONER HARDING: Hi, armando. Good to see
20 you. I have two questions. First of all, thanks for the
21 presentation. I love the acronym MEL. It does feel like
22 you're learning about a new friend.

23 First is, I love the guiding principle monitor
24 comprehensively but evaluate selectively. I think it's a
25 really good principle moving forward with the new

1 strategic plan. But have you thought about what's going
2 to be the criteria that you use to determine what gets
3 evaluated? How do you choose that?

4 MR. JIMENEZ: That's wonderful. In fact -- I'm
5 sorry, but you're cuing up I think the discussion that Kim
6 Hall will have. And it's really about creating an
7 evaluation agenda, creating a research agenda, a data
8 development, data integration agenda. And those are based
9 on criteria that helps you decide what do I evaluate, how
10 much, to what degree, what's the scale, what's scope. And
11 those are all things that I think will be coming forward
12 in the discussions in the future.

13 COMMISSIONER HARDING: Great. The second
14 question I had has to do with, how are you thinking now
15 about the -- the role of service providers or contractors
16 in the evaluation process? Are they becoming partners as
17 you talk about, this is sort of a shared, are they part of
18 that partnership and how are you thinking about that?

19 MR. JIMENEZ: Well, they have to be. I think the
20 one thing that will be important for this to be successful
21 is not just partners participating in the design and
22 development of the work, but for them to actually be
23 utilizers of the information and for them to make changes
24 before we actually bring it to everyone's attention. So
25 that also requires some focus on capacity and the

1 development of that capacity. And I think that's a shared
2 responsibility for not just First 5 LA but other partners
3 to be able to be invested in that. I think it's an
4 important one because all organizations at whatever level,
5 ultimately, when they're looking to continue the work or
6 get funding, people ask them, what are your outcomes and
7 how are you actually using those outcomes to change your
8 work.

9 So I think that they're critical for the success
10 of the MEL framework.

11 COMMISSIONER SOUTHARD: Armando, just to
12 highlight a research and evaluation opportunity, DMH and
13 DPH have been working with UCLA and Rand to submit a
14 proposal for the evaluation of Health Neighborhoods but
15 not just the initial Health Neighborhoods, essentially all
16 of the Best Start communities are embodied in that overall
17 proposal. So you might start thinking if the -- if the
18 grant is successful, which it looks like it may be because
19 the early interest has been strong from the feds on it,
20 then exactly what subquestions we would want to connect up
21 with so that our particular concerns are addressed in the
22 evaluation process.

23 MR. JIMENEZ: And I wholeheartedly agree that
24 those kinds of situations offer a leveraging opportunity
25 that we shouldn't pass up, that we should actually

1 participate in rather than create our own effort. So I
2 agree a hundred percent.

3 COMMISSIONER ANTONOVICH: Thank you. Very much.

4 MS. BELSHE: Actually --

5 COMMISSIONER ANTONOVICH: Okay. Sorry.

6 COMMISSIONER ABDON: I just wondered if there's a
7 communications aspect to the learning that you'll get from
8 both of these processes?

9 MR. JIMENEZ: Yes. In fact, part of the
10 framework that again will -- when we bring in its full
11 form will have a dissemination piece. And that
12 dissemination piece is about communicating results. It's
13 not just the stake holders involved in the -- engaged in
14 the work but it's about communities that can use this to
15 be able to share their and improve and inform their
16 practices. So that's our goal, is to actually increase
17 dissemination efforts through this work. But it's not
18 just about distributing information. It's about having
19 conversations with communities and individuals,
20 practitioners and providers about, well, what does this
21 mean, how do we use this information to do something
22 different. And that's part of the work that will be
23 coming forward.

24 COMMISSIONER ABDON: And I would ask, how will the
25 public at large learn from what this work is. And I don't

1 know if you have an answer yet. But it's beyond the
2 stakeholders and the people involved in it but then how
3 does it help us in our relationship with the rest of the
4 county?

5 MR. JIMENEZ: Well, I do think that we have a
6 great opportunity with a new kind of focus on
7 communications. And First 5 LA knows a new director who I
8 really think will add some opportunities for us to think
9 about that and how we can share our findings and findings
10 about early childhood development to the county in
11 general, whether it's through press releases, through
12 communication, certain embedding information in the
13 campaigns. I think this is all opportunities for us in
14 the future.

15 MS. BELSHE: Both countywide as well as in
16 concert with parents and residents in our Best Start
17 communities which is a really good on-the-ground
18 partnership.

19 So as Armando noted, we do have a new
20 communications director coming in to lead a newly named
21 communications department. So you'll be hearing more from
22 Gabriel Sanchez in the not too distant future.

23 COMMISSIONER ANTONOVICH: Any other questions?
24 Thank you.

25 MR. JIMENEZ: Thank you.

1 COMMISSIONER ANTONOVICH: We're going to Number
2 9.

3 MS. BELSHE: Yes, Mr. Chair. And I think
4 Jennifer P is going to come up and introduce our speaker
5 who is going to close the day with the very substantive
6 and timely presentation. I noted at our last commission
7 meet that, consistent with our pivot as an organization to
8 place greater emphasis on policy change, systems change,
9 collaboration and so forth, we've been endeavoring to use
10 time on our board agendas to kind of lift up some case
11 studies and examples of work here in LA and really
12 statewide, if not national, to help inform our thinking
13 consistent with our value on organizational learning. So
14 Jennifer's going to introduce our guest speaker from
15 Fresno. And you can explain what it took for Kendra to be
16 here.

17 MS. PIPPARD: Yes, I will. And actually, you can
18 look forward to a very passionate presentation. Actually,
19 Kim really kicked us off already.

20 So today we have the opportunity to hear from
21 Kendra Rogers. She's the former executive director at
22 First 5 Fresno. Under her leadership, similar to what we
23 are experiencing here, First 5 Fresno made the pivot from
24 -- to focus on policy change, systems work, and
25 collaborative approaches, and really focusing on an impact

1 of ECE countywide. The Fresno experience offers important
2 insights and information that we can use as we further
3 develop our strategies and focus our agenda.

4 Today you'll hear Kendra talk really about the
5 First 5 Fresno experience and learning as they made this
6 pivot which Kim was just mentioning. One of the
7 significant pieces of the presentation is Fresno's role,
8 so you'll hear about Fresno First 5, their role as a
9 catalyst in implementing the kindergarten readiness
10 assessment, their role as a partner with the school
11 district, and their role as a convener of a cross-sector
12 policy cabinet. Because as Kim calls Los Angeles the
13 nation's state, we thought it would be helpful to think of
14 this in terms of a LA context. So if we think about our
15 Best Start communities and Long Beach and do a comparison
16 of Long Beach and Fresno, that's one way to think about
17 the presentation today.

18 So Fresno and Long Beach both have very similar
19 populations. Their ethnic diversity is very similar.
20 Their population is slightly less than 500,000. They both
21 have a history of children's advocates coming together and
22 working on issues. And most importantly, they both have
23 their own school district health department. Now,
24 obviously, there are some significant differences.
25 Housing is significantly -- like significantly more

1 expensive than Fresno. But I think that's one way for us
2 to wrap our head around it because sometimes we can be
3 very overwhelmed in Los Angeles and we just need a
4 starting place.

5 On a personal note, I just wanted to say that
6 Kendra today is the community investment director of
7 Granville Homes and she currently lives in Fresno still,
8 which is part of this term I love, the boomerang
9 generation, which is professionals who have come back home
10 to live and contribute to their community. She is a
11 military wife. She is a mother of two. And she actually
12 has so many accomplishments that even now she was saying,
13 you don't have to go into it. But actually let me just
14 highlight two. She's the founding member of the
15 Children's Movement of Fresno and she is also a
16 commissioner of the Fresno Housing Authority, which is
17 significant in the work that they did.

18 What Kim was referring to also is that you will
19 see her passion and commitment, so committed actually that
20 she was supposed to be on an early flight and when she
21 arrived at the airport this morning that flight, for
22 whatever reason, was not leaving. She quickly was very
23 resourceful, rented a car, drove down here to be with us
24 today. And even on top of that, she arrived in time, was
25 very generous with her time, and we had a very passionate

1 conversation with lunch -- a very passionate lunch
2 conversation with staff around what's the potential of
3 this work and the lessons learned.

4 So with that, please welcome Kendra Rogers.

5 MS. ROGERS: Thank you so much for having me.
6 And I just have to say how validating it is as well to see
7 the work that's happening and where you're headed because
8 sometimes, when you're out front on some of these things,
9 it can feel a little lonely and you think, am I On the
10 right track. So this has been really exciting to see your
11 work.

12 And as -- as she stated, you know, for us we made
13 this pivot our strategic plan and I still am not out of
14 the habit of saying us or our yet. So First 5 digs down
15 in your DNA and it's hard to get out of there. So when I
16 was at the commission, our strategic plan was going
17 through 2013. We had a five-year plan that went from '08
18 to '13. So we started strategic planning in 2012. And we
19 realized really at that time, there was a lot of things
20 happening. Obviously, you know, we had had numerous
21 battles throughout the state of the grabs of our money,
22 that kind of thing. We were coming out of the lawsuit and
23 had just gotten that verdict then in November as we
24 started strategic planning that January after that. And
25 it really was a recognition of, at the end of the day, we

1 could not fund our kids way out of poverty. It was a
2 recognition that, at the end of day, we had -- like you,
3 we have a lot of these big issues. There was far more
4 need even than when we had started back in 2000. So we
5 really knew that we had to think about things different.

6 So really, we're you. Just add a couple of more
7 zeros. As they say, we have a lot of the same issues. We
8 have a lot of the same systems. We have our health
9 department. We have a child welfare department. You
10 know, we have our school systems, our housing authority.
11 So while we're much smaller countywide -- we're a county
12 of about a million. The city proper is 500,000. We're
13 you, just add a few more zeros there.

14 So I should state so I started with the
15 commission in 2000, July of 2000. So that was back when
16 we were trying to, as the theme was, build the plane while
17 we were flying, you know, trying to get office space and
18 develop employee handbooks and things while we were first
19 trying to get the first RFP out. So we had a lot of
20 lessons learned coming into this strategic plan. When we
21 started our 2008 plan, we had about a \$20 million annual
22 commitment that went into the community. So of our
23 budget, 20 million was invested directly in the community.
24 And what we were facing going into our strategic plan
25 period then was a nine million a year commitment. So we

1 were in that same place recognizing that we had invested
2 in a lot of things, had a lot of lessons learned, we had
3 infused a lot of money into the community that we knew at
4 that point could not be sustained. And, quite honestly,
5 we knew that we -- there was no possible way, even if the
6 commission had wanted to stay the course we were on and
7 only, you know, really funding heavily in direct services
8 and do all these things, it was absolutely not financially
9 sustainable.

10 We had a very similar -- I appreciate when I saw
11 that our partners could see that, you know, this is really
12 where kind of our expenditures and revenue were meeting at
13 that point. So we knew that we clearly had to do things
14 differently.

15 So what I would want to convey to you all is
16 really dream big. You know, for us, it was this
17 understanding of getting past that hump of just because we
18 had less money did not mean that our impact had to be
19 less. So as you're thinking through all of this -- I know
20 we're so used to seeing dollar signs. And I think for me,
21 you know, having been involved in so long and read the
22 Prop 10 legislation word for word so many times, I always
23 kept coming back to what was the true intent of Prop 10.
24 It wasn't just to go provide more of what was already
25 there. It was really to create this vision for kids, this

1 comprehensive system. So really dream big as you're going
2 through this process.

3 Executing creatively. So again, you know, we've
4 had really thinking differently, outside of our box of
5 what we get kind of crammed into in terms of the
6 modalities that we're familiar with in term of how to move
7 families, the systems that we're familiar with. So really
8 thinking very unconventionally in this. And really don't
9 be the expert. That was the thing that we had to really
10 recognize through this process, especially if we were
11 engaging new partners and engaging people who hadn't been
12 involved with us, is that we were transforming, not
13 transacting. So I would really think kind of keep that in
14 mind as you go into this.

15 So as I stated for us, it really at the point was
16 moving from being a funder to being an advocate for
17 children that also funded. So we even -- we had a
18 statement at that time that, at First 5, we invested in
19 services for children zero to five and their family. We
20 had kind of this elevator speech that even my kids would
21 recite because they had heard me say it so many times.
22 And my husband would say it. So we tweaked that a little
23 to say, we are a child advocacy organization that supports
24 children and invests in resources and efforts for children
25 zero to five. So it really was not just about the

1 language but changing the language of how we described
2 ourselves in the community because, when people came to
3 us, it was that funder mentality: We need funding for X,
4 we need you to fund X. So we moved towards really -- that
5 was a very big comprehensive shift.

6 Really it wasn't just about the money. It was a
7 realization that we shouldn't be the only ones advocating
8 for kids zero to five. We shouldn't be the only ones
9 funding these services because, at the end of the day, we
10 had really let the community off the hook. It was like,
11 oh, any zero to five issue, First 5's got it. Little kids
12 need help, First 5's got it. Kids need to be safe, First
13 5's got it. I thought, wait a minute. There's a lot of
14 other agencies and institutions and partners and
15 individuals. We as individuals in this community, these
16 kids are our responsibilities too and they're their
17 responsibilities too. So how do we really move towards
18 being an advocate to creating this sense that this was
19 everybody's responsibility.

20 And so the start of our big pivot was during our
21 strategic planning. I've had a great strategic partner
22 and facilitator through Viva Strategy and Communications.
23 They've done a lot of work with us for a long time. So
24 during that, I went to her and I said, I don't want to
25 just wait until the end of the strategic planing and then

1 we start the work. I want to use this year of planning to
2 actually start the pivot and start the work. So how can
3 we design a process that will allow us do that. So she
4 said to me, let's do this -- at the time it wasn't called
5 brain trust, but it ended up being called the brain trust.
6 She said, you know, what if we brought a bunch of these
7 institutional leaders together and we just kind of took
8 the temperature and talked to them about what do you think
9 about children birth to five. Our commission had already
10 decided at that point that we were going to move the goal
11 posts a little out and have our framing be around
12 third-grade level reading. So even though we weren't
13 working on issues beyond age six and kids zero to five, we
14 backed into our predictors based on that goal of making
15 sure that we were contributing to moving the needle around
16 third-grade level reading.

17 So we said, what if we brought these folks
18 together and just start talking to them. We had Chief
19 Linda Penner who is now at state level but was our chief
20 of probation at the time who was incredible, you know,
21 willing to -- sure, I'll come. Had no idea really what
22 was -- yeah, I'll come. So we had very unique partners
23 around the table at the brain trust.

24 So what we asked them was, what are you seeing
25 around kids zero to five, what are you thinking, what are

1 you seeing as some of the big issues. And we had asked
2 them to only -- you know, three or four meetings, that was
3 it and -- because we knew these are very busy, busy, busy
4 people. At the end of it, they said, we want to keep
5 meeting, we want to keep convening, this has been so good
6 and it's been so eye opening for all of us that we want to
7 keep meeting. So that brain trust grew really is what
8 kind of pivoted us to our birth through third grade work.

9 And so for those of you who have been around
10 since the very binning of First 5, you might remember the
11 initial school readiness initiative, the five essential
12 and coordinated elements. Remember that?

13 At least in Fresno anyway, it was well
14 intentioned but when it all ended, there were -- most
15 sites you would never have known that there was a
16 zero-to-five or school readiness program there. The
17 schools really didn't -- it ended up kind of being just
18 another program at the schools. There wasn't the kind of
19 ownership or things that we really wanted to see.

20 So for us this became this shift of, how do we
21 move from thinking about sustainability to just how are we
22 going to sustain this service, to how do we sustain
23 outcomes for kids. You know, we're investing in them
24 birth to five. And then they're going into these systems
25 that in many cases in our community really lack capacity

1 and the investment that we've made in them is not
2 sustained. That's a lot of what we heard when the
3 national Head Start findings came out and all that have;
4 that, you know, a lot of these schools are -- excuse me --
5 children are going into very low income schools that are
6 struggling, so -- you know, all of that. So we thought
7 how -- let's think about this. How do we sustain our
8 investments that we're making.

9 So we looked at ECE. And during strategic
10 planning, we made a very strategic decision, and I was
11 very, very proud of our commission. They said, going
12 forward, the only funding that we will be doing with
13 school districts is systems funding. We will be doing
14 systems work because, at the end of the day, if these
15 school systems are -- if they don't have the capacity they
16 need to support these kids through the rest of their
17 journey, then really what have we accomplished. So we --
18 we really had to move.

19 And so we set out -- and our thinking was around
20 almost like a local race to the top challenge. We
21 thought, well, what if we set out some kind of
22 nonnegotiable. We said, you know, these are the system
23 pieces that we wanted to see. And because of that brain
24 trust, we knew that, you know, probation was interested in
25 working more closely with the schools and the families.

1 Particularly, we had several of the parents of our little
2 one- and two-year olds that were on probation, and that
3 was affecting -- so got them at the table. So we've got
4 these folks are willing to do this. So how can we go
5 about kind of engaging this in a way.

6 And so it was that pivot from -- I will never
7 forget when we put out the first announcement for school
8 readiness funding, it was not even competitive and we were
9 begging people to apply. We were begging districts to
10 apply. We'll help you write the application. We'll do
11 your budget for you. We just -- we want anybody that was
12 willing to participate in school readiness back in 2001.

13 Well, the shift this time was when we had that
14 first informational session with our school districts. We
15 had laid out some very concrete requirements. Their
16 superintendents had to participate in a policy cabinet.
17 They couldn't send a second. They had to be there. They
18 had to identify a school site team. They had to show up.
19 We laid these things out and so at the very first meeting,
20 one of the schools that was our very first school
21 readiness partner said, you know, you're asking a lot
22 here. You've got -- you know, our superintendent's got a
23 lot on his plate, you got this -- so this may be a deal
24 breaker for us. And the difference was this time we said,
25 you know what, that -- we honor that and we completely

1 understand and respect that and that's okay. So if
2 there's other partners that are interested -- and it was
3 -- you know, it was definitely a shift. We weren't
4 saying, oh, well, okay, so then what if we only make them
5 come to one meeting instead of four or what if we let them
6 send their second, then will you apply. Because what our
7 commission recognized is we would have rather worked with
8 one school district that really got it and was deeply
9 committed than to spend money on efforts and in systems
10 that really didn't fully buy into what the importance was
11 and what we were trying to do anyway. So we started the
12 birth through third grade effort as part of our strategic
13 planning.

14 And so what it entailed, our first year outcomes
15 for that were -- we had nine districts apply. Five were
16 selected. And the results from year one -- year one was
17 their planning year. So we took the superintendents
18 through a policy cabinet. And with that, we had them
19 there, we had the head of our housing authority, we had
20 the head of our public health department, our child
21 welfare department, our DA, and we had all of these key
22 folks there and we shared their data. It was the first
23 time that the school district had and was like, oh, my
24 gosh, I didn't know we had that many kids in housing
25 authority at that elementary school. We had the health

1 department run how many kids -- how many AFLP cases they
2 had, the Adolescent Family Life Program; how many kids
3 they were doing lead surveillance on. It was the first
4 time you had superintendents saying, well, I know we have
5 a Head Start on our campus but I -- they'd never met with
6 the CEO of the agency in our community that runs the Head
7 Start.

8 So we started these dialogues and, at the end of
9 the year, the outcomes from B-3 for the first year were we
10 had significant investments from school districts around
11 LCFF. The kindergarten assessment, that was something
12 that was a deal breaker. We said, you know, we need a
13 universal kindergarten readiness assessment. At the end
14 of the day, we were part of the national campaign for
15 grade level reading. And it was great because we had
16 partners calling saying, hey, can you tell us where --
17 what's the school readiness for the county. I said, if
18 you can tell me where to get the data, I can grab it for
19 you. People in the community didn't know that we did not
20 have a way of measuring the readiness of our
21 kindergartners universally.

22 So we got the buy-in, the commitment from them to
23 do that. We removed all the barriers. So we said, you
24 know, we'll let you pick the tool, but it has to be
25 validated, it has to include social-emotional, and we'll

1 pay for the training. So we had our superintendent. They
2 selected the tool. We have now this will be our third
3 year of the data from that. So for the first time as a
4 county, we were able to see that only 36 percent of the
5 kids in Fresno county are ready for school when they --
6 per the case up, which is the kindergarten student
7 entrance profile. So that was a big eye opener, was that
8 we really needed to -- and it brought to attention the
9 community of, wow, this is everybody's problem, we all
10 need to get involved in this.

11 And so I mentioned the Housing Authority. I
12 think what's really important, I -- when I joined their
13 board, they had never really looked at their numbers of
14 kids. You know, their metrics are about units, about
15 turnover, about how quick they can get a family off of a
16 waiting list. They aren't looking at outcomes in terms of
17 their kids. So when I joined their board, they found out
18 they had 6,600 kids zero to five. They said, we had no
19 idea we had that many kids. Those kids are just as much
20 their responsibility as they are First 5's responsibility.
21 So we said, okay, let's see what we can do.

22 So I love this quote because, when we went around
23 the table at that very first meeting, Preston Prince, who
24 is the CEO of Housing Authority, he said -- we asked him,
25 what do you know about third-grade level reading in little

1 kids. He goes, I know nothing and we're doing nothing
2 about it. That was his statement.

3 And so because of First 5's strategic planning
4 effort and the policy work we've done, he has gone from
5 that statement to now really, really lifting this up in
6 such a significant way. He is now the president of NHAO,
7 which is their National Housing Authority Organization.
8 He has it as one of the three pillars of his platform. He
9 has become such a die-hard early childhood advocate, it's
10 really, really exciting. The best for me was when I got a
11 call from them. They needed a letter of support. I said,
12 yeah, what for. They said, well, there's been some
13 funding that just became available unexpectedly through
14 the CDBG at the county. I'm like, okay, what are you guys
15 applying for. For an early learning center in partnership
16 with Head Start. And the best part was, I had nothing to
17 do with it. It wasn't me in there, you know, twisting
18 their arms, trying to convince them. On their own,
19 because of the seeds we planted through our policy work,
20 you now have an agency who's fully taken responsibility
21 for the children, you know, and the outcomes in the kids
22 in the housing authority. You have them lifting this up
23 on a national level. He has been asked to come speak to
24 several communities now about how to get their housing
25 authorities in early learning. And you have them now

1 using their own funding and resources. They have a
2 nonprofit that formerly was called their family
3 self-sufficiency corps. It's now their housing education
4 corps.

5 So when you think about going back to that kind
6 of less money doesn't mean less impact, this has been
7 significant. And he -- he is taking this message
8 everywhere, which has been really, really cool.

9 So the school district pivot, I kind of was
10 talking a little bit about that. I think one of the
11 really big wins for us out of this was the 7.\$4 million
12 commitment that came from Fresno Unified out of their own
13 funding to make sure that they could double the number of
14 kids that were in preschool. You know, when they went
15 through this process and then we went from being not on
16 the best terms with school readiness because there was
17 issues like disallowed costs and all kinds of messy stuff
18 to now having one of the strongest closest relationships
19 with our largest school district, which is the fourth
20 largest in the state solely around early learning. And
21 it's been an opportunity to for us to come alongside them.
22 Because what we said to them when we laid this out is,
23 look, we're going to hold you accountable and we're
24 setting the bar pretty high. However, we're going to
25 commit to coming along side you with this through all of

1 this. We're going to bring our partners along side you.
2 We are going to be with you when it comes to your board
3 members. And with this particular one with the 7.4
4 million, he was up against the teachers union. He was
5 getting beat up pretty bad. And so we come in. We said,
6 look, you're stepping out for our kids. We packed the
7 room And we had the business community there, the Housing
8 Authority was there to say, this is the investment that we
9 know is in the best interest of our kids.

10 You know, so this really is an opportunity for
11 you to come alongside your school districts in a way that
12 is going to -- my goal was, if First 5 went away, that
13 this stuff would be sustained. So what I kept saying to
14 them is, if we're gone, if we go away, what have we left
15 behind. And for us, that was really, really significant.

16 And so I would say that there really is no
17 perfect time to start in this as you're seeing it. And we
18 went through a lot of the similar kind of pivot pains that
19 I know you are experiencing as well. It's tough when
20 you're seeing services end and there's a lot of pressure.
21 And it was very hard for our staff as well. You know,
22 they went through -- they knew we were on the right track.
23 They believed in it, but they're human beings. The
24 reality is some of these programs we had been funding for
25 eight years. They knew their staff. They knew their

1 families. But, you know, the reality was that we knew we
2 were on the right track and we had an obligation to our
3 kids and to the voters of the state that entrusted us with
4 Prop 10, which again was about systems.

5 So I would say to do these things: The board and
6 community influencers, looking at nontraditional boards.
7 So when I first got on Housing Authority, people are like,
8 what are you doing? Why would you on be on Housing
9 Authority? We need to start crossing those different
10 places. They had me go -- they had me join Rotary. My
11 commission said -- and it was the one Rotary that was --
12 you know, it's not the probably the one I would have maybe
13 joined just for my own personal fulfillment, but it was
14 the one where I needed to be there because those were the
15 folks that needed to hear about our message. So it was
16 really about looking at how you can get involve and
17 influence different boards or different community groups
18 in that way as well.

19 The staff. It was a pivot for our staff. And so
20 there was a different skill set of managing contracts and
21 working to develop programs to doing policy and advocacy
22 work. And that didn't feel good for everybody. So we
23 really went through the process of trying to get everybody
24 in the right seats on the bus and really to their highest
25 and best use. So we had to really be thoughtful and

1 mindful about that kind of training and professional
2 development. And the reality that, for some of our team,
3 it just wasn't a fit. And so we really had to kind of own
4 that as we went through.

5 Again, you know, bringing the expertise but not
6 being the experts. So we had to constantly remind
7 ourselves, okay, this is now moving from First 5 being the
8 lead -- that's why I love the thing about the attribution
9 -- the contribution not attribution, is we went, wait, if
10 we're wanting everybody else to come along side and we
11 want everybody else to have equal ownership of kids zero
12 to five and their outcomes, then we need to also honor
13 their expertise as well.

14 And lastly, we had an incredibly skilled
15 consultant that went through this whole process, that
16 facilitated the B-3. It was very important, especially
17 with those high-level policymakers. It was not
18 appropriate for me to facilitate. I needed to be able to
19 be part of the conversation with them and be an equal
20 partner. So we had an outside facilitator, and that was I
21 think really contributed to some of the success of that.

22 And then I would say avoid my hard lessons. She
23 said I'm no longer with First 5 and I planned on being
24 there until I retired. But at the end of day, it really
25 is about properly -- on board your commission. Obviously,

1 that's key and you've all been along -- you know, you're
2 all here and part of this plan. But first commissioners
3 change. And that reality is, you know, for us the plan
4 was going through 2020. So have you a very different
5 commission today in Fresno than they did when that
6 strategic plan was approved. I think it's really
7 important that you, you know, keep people engaged as you
8 -- as you on board new commissioners, that people really
9 understand the shift from you being a funder of direct
10 services to the whole kind of understanding and the deep
11 dive that you have to do with some folks to get them to a
12 place where they understand this.

13 I think our -- the CEO piece, while it's
14 incredibly critical, we made the mistake of not including
15 kind of the deputy level. So we had some major turnover
16 in very, very critical positions in our community, our
17 public health department, our social services department.
18 And so folks that had really bought in and were on board,
19 you know, their deputies weren't engaged. So when they
20 left, we had some pretty big voids that then -- so I would
21 definitely recommend, if you're looking at some of this
22 kind of policy cabinet work or that type of thing, that
23 you really think about how you can include both -- you
24 know, both of those levels in the policy and advocacy work
25 you're doing. And then obviously trying to avoid as many

1 political side stepping -- as many political bombs as you
2 possibly can. You know, they're inevitable in many cases,
3 but I think there's definitely things that can be done to
4 bring folks along. Sometimes the reality is, at the end
5 of the day, you just have to know that you're on the right
6 track. And I am here to tell you, I am so proud of your
7 commission and you are on the right track, that sometimes
8 it just takes standing strong in what you believe in is
9 your duty for these funds and these kids And moving
10 forward even though the bombs go off.

11 So with that I'm happy to answer any questions.
12 I was worry about talking way too long because I can talk
13 about this stuff forever. So I -- I will leave it open to
14 -- if there's any specific questions you have or -- I
15 know, Kim, maybe there's thing I didn't hit on that you
16 wanted me to touch on. I just want to thank you all again
17 for having me here and letting me share.

18 MS. BELSHE: Let's open it up to the
19 commissioners.

20 COMMISSIONER ANTONOVICH: Questions? Responses?
21 We want to thank you for coming.

22 Okay. Marv.

23 COMMISSIONER SOUTHARD: So the third-grade
24 reading score kind of interest me because of -- for many
25 of us who were there at the beginning, that's where this

1 commission initially tried to focus. And one of the --
2 one of the reasons we couldn't is because there were so
3 many other issues that were also important. So I'd be
4 interested in if any specific advice as to that particular
5 piece because first time around we weren't able to get
6 there and this time around -- it doesn't have to be that,
7 but in my view it has to be some one thing that we focus
8 on that it becomes the focus. And any advice about how to
9 get from a myriad of investments in a variety of things to
10 a primary focus that harnesses the community in a singular
11 effort.

12 MS. ROGERS: Sure. Absolutely. You know, for us
13 what we did is, we went back to, what was Prop 10 about.
14 Why was this even here. And it was like, well, it was to
15 make sure -- we wanted kids to graduate from high school
16 and be ready for career and life, right? So we went,
17 okay, well then, how do we back into that. And it was
18 third-grade level reading. I know we've had a shifts now
19 with the test score and how everything is kind of -- with
20 Common Core. But at the time it was a little more
21 simplistic. We went, well, if that's kind of one of the
22 strongest predictors, then why don't we look at backing
23 into that.

24 So we had our evaluators at the time do a whole
25 research review and identify the key predictive factors in

1 the zero to five space that drove third-grade level
2 reading. What it really did for us is it gave us a new
3 context and dialogue for engaging with people that
4 typically would say, oh, well, we just care about
5 education. I'm like, awesome, that's why you should
6 really care about prenatal and breast feeding because, did
7 you know that they are one of the -- see what I mean? We
8 were able to then say, that's why you should care about
9 access to developmental screenings because, you know, here
10 is the research that shows that kids that have
11 developmental screening -- so I think if you -- what we
12 use the third-grade reading for was to really get us
13 focused right about what are we trying to get to and how
14 do we use the research. Everything was very research and
15 data driven. How do we use that? Because we don't have
16 all the money in a world. So if we only have the
17 resources to plug in on a couple of key areas, then how to
18 do we, you know, get to those.

19 And so I would recommend, you know, wherever you
20 land, really looking at those upstream predictors, you
21 know, that you can go and look at and getting focused
22 there. And then from that, the exercise that we did that
23 I think was really helpful is we did a lead/follow cheer
24 exercise. So after we landed everywhere -- because our
25 commission was feeling very overwhelmed. And we looked at

1 this and we said, but wait, we're not the leaders in all
2 of this. So other maybe areas where currently we've been
3 investing heavily but right now going forward we're just
4 going to be a cheerleader, we're going to be on the
5 sidelines, we'll write letters of support, we'll engage in
6 the work but we're not going to put a significant amount
7 of time and resources into.

8 And then what are things that we're going to
9 follow on. So we might have some investment in there but
10 -- and, you know, what are the things that we are the lead
11 on, like we've got major staff time invested, we are
12 leading the charge, we are doing the convening. And it
13 was really, really good. It took a lot of the stress I
14 think in that sense off our commission that, we don't have
15 to do -- we don't have to be at the front on all of these
16 things. I know, especially for our team, they definitely
17 felt relieved because we were able to look and go, you
18 know what, actually our R and R is doing an awesome job
19 leading this up so let's just see how we can come back
20 being and support them. Because, again, thinking about,
21 if you're plucked out of the community, you know, First 5
22 went away, how do we make sure we don't end up at least
23 where we did, where we had all these services and all this
24 stuff that was totally reliant on us at the end of the
25 day.

1 So I don't know if that's helpful, but --

2 COMMISSIONER SOUTHARD: Thank you.

3 MS. ROGERS: The one other thing I will say on
4 that, it actually really helped us -- and I know you guys
5 don't necessarily have this issue here -- but we are very
6 foundation scarce in Fresno. We don't have a lot of
7 funders. So for us, it allowed to us engage with
8 foundations that funded beyond zero to five. So we
9 partnered with Packard and they provided a little bit of
10 support then that covered our -- like the six to eight
11 area. You know, we had different folks coming into the
12 arena. They were like, oh, okay, I get it. This is how
13 it opened those doors. Irvine Foundation, you know, they
14 came alongside and did some due diligence and said we want
15 to invest in Fresno. They weren't set on just kids. They
16 came back and this was right as I was leaving last year.
17 They said, you know, what we found is because of all of
18 the work First 5's been doing, all of the convening and
19 this kind of infrastructure building you've been doing,
20 this is where -- the kid area is where we want to invest.
21 And so they're putting some investments there now as well.
22 So I think what it enables you to do is keep setting the
23 table and bringing the partners and doing the policy work
24 and -- but it's also then opening the door for others to
25 feel like it's also a sense of -- you know, their sense of

1 responsibility too to help fund it.

2 MS. BELSHE: May I? Kendra, talk a little bit
3 about the kindergarten readiness assessment and how your
4 commission came to identify that is one of the focal
5 points of your early activities and then how you've used
6 that learning. You touched very briefly on the learning,
7 but how that learning was used. So how it was initiated,
8 to what end, and then how you've used the results.

9 MS. ROGERS: We had been trying for a while on
10 our own to get our superintendents to do this. And we
11 struggled because there was really -- there wasn't a ton
12 of incentive. So it was actually the strive effort --
13 many of you are familiar with kind of the national strive
14 framework of the cradle to career. That had started up in
15 our community and so it was --

16 MS. BELSHE: And to note, if I may, the business
17 community plays an important role --

18 MS. ROGERS: Yes. So this is headed by the
19 business community and our Fresno state president was
20 involve. So they were able -- they kind of got them to
21 see that they needed this and so then they came to First 5
22 and said, how could we make this happen. So then we said,
23 okay, well, we'll fund it and we'll provide the training
24 and getting this up and running. So we were able to kind
25 of remove those barriers. One of the things is, we did

1 let them pick the tool. We felt that there would be more
2 buy-in if they selected as superintendents the tool
3 versus us forcing it upon them. So that was -- I think
4 that was helpful.

5 How it's being used, I would say one of the --
6 one of the ways has been just the intake data. So when
7 they complete the Case Up -- we use again the Case Up
8 kindergarten student entrance profile. It was developed
9 by First 5 Santa Barbara and UC Santa Barbara in
10 partnership several years go. So when they do that, they
11 ask, like, is there a younger sibling in the home. We're
12 using that information as -- to connect partners, to say,
13 okay, well, so if that child showed up and needed
14 immediate followup, there's a very good chance that
15 perhaps the younger sibling is going to be -- you know,
16 show up in the same way. So how do we get in front of
17 that and use that to then further come -- do wrap around
18 with our home visitation support or our developmental play
19 groups.

20 We're using it for policy and advocacy because
21 for the first time we've been able to show our own
22 community, yes, we've had the peri-preschool project and
23 some of these other research bodies to cite. But the fact
24 that we were able to put up and show that -- because they
25 ask if the child had a pre_K experience and for how long.

1 We were able to show our own kids, here it is, guys, black
2 and white, the kids that had a pre-K experience. you
3 know, it was something -- it was a very, very high
4 percentage chance that they were going to be ready to go
5 versus those that didn't.

6 So we've been using the data just from the intake
7 alone for some of the policy advocacy. And now our
8 community just formed a Case Up Work group to really flush
9 out how we can use that to inform our quality improvement
10 on the front end. So we're going to be merging this with
11 our QRIS work, which we call Early Stars in Fresno, so
12 that they're able to start tracking where are these kids
13 coming from so the kids that are coming from a certain
14 center or a certain family child care home, you know, what
15 are their Case Up scores look like. And if they're seeing
16 consistent patterns in those scores, how can they, you
17 know, come and do some wrap around and do professional
18 development or quality improvement support.

19 Our Head Start is using this. They're saying we
20 want to know how are our kids showing up to you. So
21 they're refining being able to even track which Head Start
22 they came from so that they're able to track back and use
23 it.

24 So we're using it both upstream in our community,
25 which is huge, but then the schools are actually also

1 starting to develop a professional learning community
2 around how they use it to do intervention then with these
3 kids. Because particularly for our smaller districts -- I
4 was sharing with your team earlier the one that agreed to,
5 I sat down with them and their team and they literally
6 were kind of like had their pencils ready to write, so
7 what do we do with the kids that aren't ready to do. I'm
8 like, what do you currently do with those kids? And they
9 really don't have a system. They said, well, it's usually
10 like halfway through the year, the kindergarten teacher
11 sees they're struggling and then we spend the rest of the
12 year trying to figure out if we're going to hold them back
13 or move them on.

14 And so we're trying now the schools, you know,
15 really looking at how can we start to track some of the
16 interventions that they're doing with the kids that are
17 based on which rung they're falling into and then how can
18 we use that data to continue improve even what's happening
19 on the K-3 side as well.

20 COMMISSIONER ANTONOVICH: Any questions?

21 Thank you. Enjoy your drive back to Fresno.
22 You have to stop at Kern county first and then Fresno.

23 MS. ROGERS: Thank you very much.

24 COMMISSIONER ANTONOVICH: Okay. We have public
25 comment? No public comment.

1 Let me just say that Kim, John, Teresa, Raoul
2 have done a superb job here compared to the last
3 administration when I was chairman. And I just want to
4 again congratulate Kim for the good job that you're doing.
5 You're all very organized and competent and following
6 through. Thank you.

7 MS. BELSHE: We are adjourned?

8 COMMISSIONER ANTONOVICH: We are adjourned.

9 (At 3:49 p.m. the meeting was adjourned.)
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C E R T I F I C A T E

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

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

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

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

Attested to on this _____ day of _____, 2015.

CERTIFIED SHORTHAND REPORTER
FOR THE STATE OF CALIFORNIA

FIRST 5 LA

SUBJECT:
Monthly Financial Reports

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

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

DISCUSSION:
First 5 LA began the month 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:

- Revenue and Expense Statement: Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of March 31, 2015.
- Detailed operating and program expenditures: 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.

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

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

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

The administrative 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.

FIRST 5 LA

SUBJECT:
Contracts for approval

RECOMMENDATION:
Approve one new agreement and ten renewals and authorize staff to complete final execution.

BACKGROUND:
First 5 LA's proposed programmatic and operating budget for FY 2015-16 will be presented to the board for approval on June 11, 2015. Upon approval of the FY 2015-16 budget, staff will complete final execution of the agreements presented below with the exception of Vavrinek, Trine, Day & Co, LLP, which has some appropriations approved for this fiscal year (FY 2014-15) to commence auditing services on or after May 15, 2015, and the County of Los Angeles Department of Public Health as described below.

There is **one new agreement** with Vavrinek, Trine, Day, & Co, LLP to conduct auditing services for First 5 LA. Since this six year agreement spans across fiscal years, the estimated spending amount for each fiscal year will be included in First 5 LA's annual budgets for approval. The total contract amount in Attachment A reflects the amount for the entire contract period. Pursuant to the contract, if the Commission does not appropriate funds for the contract for future fiscal years, First 5 LA may terminate the contract.

There are **ten renewals**. Contractors and grantees are proposed for renewals to continue or complete a multiyear project. Staff analyzed the progress of each contractor and determined whether these contractors and grantees are making or will be expected to make satisfactory progress towards completion of the objectives in the current agreement by the contract expiration date. This information can be found in the last column of Attachment A

One renewal is with Para Los Niños to continue serving as the lead agency for the Best Start Metro LA Community Partnership. In this capacity, PLN is responsible for supporting Best Start Metro LA's Partnership's efforts in community engagement, Partnership development, communication, evaluation, as well as managing all Community Partnership logistics and facilitation needs for meetings and activities. PLN will continue to serve in the lead agency role over the next fiscal year while a long-term business model and transition plan is finalized in order to minimize disruption of support to the Best Start Metro LA Community Partnership.

There are six renewals for Early Identification and Intervention of Autism and Other Developmental Delays. Contractors 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. These six contractors are: Westside Children's Center, Foothill Family Services, Altamed Health Services Corporation, Eisner Pediatric and Family Medical Center, Northeast Valley Health Corporation, and South Central Los Angeles Regional Center.

One renewal is with Los Angeles Universal Preschool under the Workforce Development Initiative to administer the Comprehensive Approaches to Raising Education Standards (CARES) Plus program. It is a First 5 California professional development program for early educators designed to improve the quality of early learning programs by focusing on increasing the quality, effectiveness, and retention of early educators.

One renewal is with Zero To Three to refine the core competencies of the Prenatal to Three Workforce Development Project to strengthen knowledge and practice of the prenatal to age 5 workforce and integrate the core competencies and training within Los Angeles County

In addition, one renewal is with the County of Los Angeles Department of Public Health under the Reducing Childhood Obesity Initiative to implement public education, skill building and environmental change interventions throughout Los Angeles County. Pursuant to the Multiyear Agreement, annual budgets and scopes of work shall be approved by the board.

DISCUSSION:

Staff seeks the Commission's approval of these agreements summarized in Attachment A. Additionally, the Performance Matrix/Scope of Work and Budget for the agreements are included and also available for review on the First 5 LA website at <http://www.first5la.org/index.php?r=site/article&id=3282>. Beginning June 11, 2015, scopes of work and budgets for each contract will be provided upon request. Please contact the Board Secretary to obtain a copy of these documents.

Attachment A
May 2015

NEW AGREEMENTS										
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	*CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE
Finance	F5LA Operational Activities / Finance	<u>VAVRINEK, TRINE, DAY & CO., LLP</u> The Contractor was selected through a competitive process to complete auditing services for First 5 LA for six years beginning with the FY 2014-15 audit through the FY 2019-20 audit. Each county commission is required to conduct an annual audit and issue a report by November 1st of each year.	6/12/2014	RFQ	6 Years	\$400,159	\$400,159 Estimated FY 14-15 Spending \$15,000 Estimated FY 15-16 Spending \$64,500 The remaining amount of \$320,659 will be spent between FY 16-17 and FY 20-21	5/15/2015	5/14/2021	5/14/2021 109

The Scope and Budget are linked to the Contractor name.
*Final negotiated amount on the signed budget

May 2015

RENEWALS											
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Best Start Communities	Communities: Place-Based - Community Capacity Building / Best Start Metro LA	<u>PARA LOS NINOS (#07411)</u> PLN is responsible for supporting Best Start Metro LA efforts in community engagement, Partnership development, communication, evaluation, as well as managing all Community Partnership logistics and facilitation needs for meetings and activities, contracting directly with vendors to provide services such as translation, child care, transportation and other contractors to support Community Partnership activities.	9/20/2007	RFP	7 Years, 3 Months	\$6,824,138	\$1,111,958	7/1/2015	6/30/2016	6/30/2016	Yes

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

May 2015

RENEWALS											
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Program Development	Early Identification and Intervention - Autism and Other Developmental Delays	<u>WESTSIDE CHILDREN'S CENTER (#00836)</u> Through First Connections, the Contractor will conduct the following: 1) Initiate and/or continue developmental screening for infants and toddlers; 2) Conduct outreach to parents and families; 3) Create support for parents and families; 4) Educate parents on child development, developmental delays; 5) Provide referrals, guidance, and follow up on finding resources for intervention services and treatment; 6) Document referrals made and screening results; and 7) Work with the Technical Assistance and Training provider to build its capacities 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. The purpose of First Connections is to increase the number of children from underserved communities who are screened, receive referrals to early intervention services, if needed, and are integrated into LA County's various systems of care. Major FY 14-15 accomplishments for the first year of operation include: 1) Conducting developmental screenings for children and their families with evidence based screening tools; 2) Conducting parent outreach and community engagement about healthy child development and key developmental milestones; 3) Providing parent education and support for families with children with special needs; and 4) Providing training to various levels of staff.	9/8/2011 Board approved allocation of \$900,000 5/16/2013 Board approved an additional allocation of \$1.6 million	RFP	3 Years, 3 Months	\$344,973	\$103,834	7/1/2015	6/30/2016	6/30/2017	111 Yes

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

May 2015

RENEWALS											
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Program Development	Early Identification and Intervention - Autism and Other Developmental Delays	<u>FOOTHILL FAMILY SERVICES (#00837)</u> Through First Connections, the Contractor will conduct the following: 1) Initiate and/or continue developmental screening for infants and toddlers; 2) Conduct outreach to parents and families; 3) Create support for parents and families; 4) Educate parents on child development, developmental delays; 5) Provide referrals, guidance, and follow up on finding resources for intervention services and treatment; 6) Document referrals made and screening results; and 7) Work with the Technical Assistance and Training provider to build its capacities 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. The purpose of First Connections is to increase the number of children from underserved communities who are screened, receive referrals to early intervention services, if needed, and are integrated into LA County's various systems of care. Major FY 14-15 accomplishments for the first year of operation include: 1) Conducting developmental screenings for children and their families with evidence based screening tools; 2) Conducting parent outreach and community engagement about healthy child development and key developmental milestones; 3) Providing parent education and support for families with children with special needs; and 4) Providing training to various levels of staff.	9/8/2011 Board approved allocation of \$900,000 5/16/2013 Board approved an additional allocation of \$1.6 million	RFP	3 Years, 3 Months	\$345,000	\$115,000	7/1/2015	6/30/2016	6/30/2017	112 Yes

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

May 2015

RENEWALS											
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Program Development	Early Identification and Intervention - Autism and Other Developmental Delays	<u>ALTAMED HEALTH SERVICES CORPORATION (#00838)</u> Through First Connections, the Contractor will conduct the following: 1) Initiate and/or continue developmental screening for infants and toddlers; 2) Conduct outreach to parents and families; 3) Create support for parents and families; 4) Educate parents on child development, developmental delays; 5) Provide referrals, guidance, and follow up on finding resources for intervention services and treatment; 6) Document referrals made and screening results; and 7) Work with the Technical Assistance and Training provider to build its capacities 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. The purpose of First Connections is to increase the number of children from underserved communities who are screened, receive referrals to early intervention services, if needed, and are integrated into LA County's various systems of care. Major FY 14-15 accomplishments for the first year of operation include: 1) Conducting developmental screenings for children and their families with evidence based screening tools; 2) Conducting parent outreach and community engagement about healthy child development and key developmental milestones; 3) Providing parent education and support for families with children with special needs; and 4) Providing training to various levels of staff.	9/8/2011 Board approved allocation of \$900,000 5/16/2013 Board approved an additional allocation of \$1.6 million	RFP	3 Years, 3 Months	\$344,668	\$104,032	7/1/2015	6/30/2016	6/30/2017	113 Yes

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

May 2015

RENEWALS											
DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Program Development	Early Identification and Intervention - Autism and Other Developmental Delays	<u>EISNER PEDIATRIC AND FAMILY MEDICAL CENTER (#00839)</u> Through First Connections, the Contractor will conduct the following: 1) Initiate and/or continue developmental screening for infants and toddlers; 2) Conduct outreach to parents and families; 3) Create support for parents and families; 4) Educate parents on child development, developmental delays; 5) Provide referrals, guidance, and follow up on finding resources for intervention services and treatment; 6) Document referrals made and screening results; and 7) Work with the Technical Assistance and Training provider to build its capacities 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. The purpose of First Connections is to increase the number of children from underserved communities who are screened, receive referrals to early intervention services, if needed, and are integrated into LA County's various systems of care. Major FY 14-15 accomplishments for the first year of operation include: 1) Conducting developmental screenings for children and their families with evidence based screening tools; 2) Conducting parent outreach and community engagement about healthy child development and key developmental milestones; 3) Providing parent education and support for families with children with special needs; and 4) Providing training to various levels of staff.	9/8/2011 Board approved allocation of \$900,000 5/16/2013 Board approved an additional allocation of \$1.6 million	RFP	3 Years, 3 Months	\$345,000	\$118,883	7/1/2015	6/30/2016	6/30/2017	114 Yes

The Scope and Budget are linked to the Contractor name.
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May 2015

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DEPARTMENT	INITIATIVE AND PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Program Development	Early Identification and Intervention - Autism and Other Developmental Delays	<u>NORTHEAST VALLEY HEALTH CORPORATION (#00840)</u> Through First Connections, the Contractor will conduct the following: 1) Initiate and/or continue developmental screening for infants and toddlers; 2) Conduct outreach to parents and families; 3) Create support for parents and families; 4) Educate parents on child development, developmental delays; 5) Provide referrals, guidance, and follow up on finding resources for intervention services and treatment; 6) Document referrals made and screening results; and 7) Work with the Technical Assistance and Training provider to build its capacities 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. The purpose of First Connections is to increase the number of children from underserved communities who are screened, receive referrals to early intervention services, if needed, and are integrated into LA County's various systems of care. Major FY 14-15 accomplishments for the first year of operation include: 1) Conducting developmental screenings for children and their families with evidence based screening tools; 2) Conducting parent outreach and community engagement about healthy child development and key developmental milestones; 3) Providing parent education and support for families with children with special needs; and 4) Providing training to various levels of staff.	9/8/2011 Board approved allocation of \$900,000 5/16/2013 Board approved an additional allocation of \$1.6 million	RFP	3 Years, 3 Months	\$344,988	\$116,456	7/1/2015	6/30/2016	6/30/2017	115 Yes

The Scope and Budget are linked to the Contractor name.
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May 2015

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Program Development	Early Identification and Intervention - Autism and Other Developmental Delays	<u>SOUTH CENTRAL LOS ANGELES REGIONAL CENTER (#00841)</u> Through First Connections, the Contractor will conduct the following: 1) Initiate and/or continue developmental screening for infants and toddlers; 2) Conduct outreach to parents and families; 3) Create support for parents and families; 4) Educate parents on child development, developmental delays; 5) Provide referrals, guidance, and follow up on finding resources for intervention services and treatment; 6) Document referrals made and screening results; and 7) Work with the Technical Assistance and Training provider to build its capacities 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. The purpose of First Connections is to increase the number of children from underserved communities who are screened, receive referrals to early intervention services, if needed, and are integrated into LA County's various systems of care. Major FY 14-15 accomplishments for the first year of operation include: 1) Conducting developmental screenings for children and their families with evidence based screening tools; 2) Conducting parent outreach and community engagement about healthy child development and key developmental milestones; 3) Providing parent education and support for families with children with special needs; and 4) Providing training to various levels of staff.	9/8/2011 Board approved allocation of \$900,000	RFP	3 Years, 3 Months	\$345,000	\$114,415	7/1/2015	6/30/2016	6/30/2017	116
			5/16/2013 Board approved an additional allocation of \$1.6 million								Yes

The Scope and Budget are linked to the Contractor name.
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May 2015

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Program Development	Workforce Development / CARES Plus	<u>LOS ANGELES UNIVERSAL PRESCHOOL (#07884)</u> Comprehensive Approaches to Raising Education Standards (CARES) Plus is a First 5 California professional development program for early educators designed to improve the quality of early learning programs by focusing on increasing the quality, effectiveness, and retention of early educators. This year, the program will award up to \$1,000 to approximately 850 participants that complete at least 3 units of college coursework at an accredited institution, complete the CLASS online training, and participate in at least 2 educational advisement sessions. In FY 15-16 the Contractor expects to recruit over 1,150 participants.	4/11/2013	Procurement Exception	5 Years, 1 Month	\$6,000,000	\$2,000,000	7/1/2015	6/30/2016	6/30/2016	Yes 117
Program Development	Workforce Development / P-5 Workforce Development Core Competencies	<u>ZERO TO THREE (#08574)</u> The Contractor will refine the core competencies of the Prenatal to Three Workforce Development Project to strengthen knowledge and practice of the prenatal to age 5 workforce and integrate the core competencies and training within Los Angeles County. In FY 14-15, the Contractor developed content of the cross-sector online training module on each of the eight main domains identified as core knowledge and competency areas. The online content development, web design, and management system were completed. In FY 15-16, pilot training of the online training will be conducted. The pilot will include three cohorts. Each of the three cohorts will consist of approximately 25-30 professionals equally representing the five work sectors: early care and education, child welfare/social services, physical health, mental health and early identification/intervention. The online training modules will be interactive and include structures to support communities of practice. Evaluation will be ongoing throughout the pilot.	Presented as Info on 9/12/2013 Returned for Action on Contracts Consent on 10/10/2013	Procurement Exception	4 Years, 8 Months	\$2,600,000	\$520,615	7/1/2015	6/30/2016	6/30/2018	Yes

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May 2015

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Program Development	Reducing Childhood Obesity	<u>COUNTY OF LOS ANGELES DEPARTMENT OF PUBLIC HEALTH (#08379.1)</u> Pursuant to the Multiyear Agreement, annual budgets and scopes of work shall be approved by the board. Over the past three years, the Contractor has established the necessary infrastructure, staffing and partnerships in order to implement various public education, skill building and environmental change interventions throughout Los Angeles County. Key activities planned for FY 15-16 include implementing a parent curriculum, launching three social media campaigns, and enrolling 20 restaurants in the CHLA Kids Restaurant Program in order to offer healthier adult portion sizes and children's menus. Additional activities include working with the Child Care Resource Center to train 1,800 licensed and 200 licensed exempt child care providers in order to improve nutrition and physical activity offered in child care settings, train and provide ongoing technical assistance to 10 clinics on obesity screening and management protocols for children ages 0-5, and develop and launch an online weight management website for postpartum women.	7/14/2011	Strategic Partnership	4 Years	\$41,197,400	\$41,197,400 (\$15,461,991 for FY 15-16)	7/1/2012	6/30/2016	6/30/2016, If extension is approved by the board, the project will be extended through 6/30/17.	118 Yes

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

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: May 14, 2015

Subject: **EXECUTIVE DIRECTOR'S REPORT**

EXECUTIVE DIRECTOR'S HIGHLIGHTS

There are a few items I wanted to highlight for this month's Executive Director update. To begin, the LA Partnership for Early Childhood Investment held its quarterly meeting and engaged in a number of topics that are timely and relevant to our work. Among current and potential Baby Futures Fund investments, for example, the Partnership is supporting or considering support of a number of projects that are well-aligned with First 5 LA's new Strategic Plan. Examples of such current investments include the LA Home Visiting Consortium, Local Control Funding Formula (LCFF) advocacy, and communications activity to advance a system for screening and treating Adverse Childhood Experiences (ACES). Potential investment opportunities include communications activities to strengthen early education reporting, bolster local media coverage, and parent engagement around the power of talking and reading.

In addition, the Partnership convened a terrific educational session regarding the state of home visiting programs in LA County and across the country. Our very own Research & Evaluation Director, Armando Jimenez, kicked off the panel, which included our very own Commissioner Suzanne Bostwick and Policy Manager Stacy Lee. The First 5 LA contingent brought a strong voice and important learning about home visiting at the County level, which was complemented by leadership from the Pew Charitable Trusts, which has made home visiting a major priority in their work in recent years. While Pew will be exiting from this work in the not too distant future, they are "finishing strong" with important learning about language and messaging to engage both parents and policy makers around the benefits of quality home visiting investments.

Another meeting I'd call out was last month's quarterly gathering of the First 5 Association of California, which a number of First 5 LA colleagues and I were able to attend. Among the many agenda items was First 5 California's new "IMPACT" initiative. IMPACT – Improve and Maximize Programs so All Children Thrive – is intended to promote a coordinated system of early learning and child development in each county and across the state and build upon counties' current systems' work and investments. This \$190 million, five year effort is intended to support local efforts related to early learning and development, child health, and/or family support and strengthening. Per the First 5 CA initiative overview, these local efforts

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must link to the Quality Rating and Improvement System (QRIS) to ensure integration and coordination across systems.

The state initiative, which was approved by the State Commission last month, is the product of considerable discussion and work with the First 5 County Commissions. It represents an exciting opportunity for counties to work individually and collectively to advance an effective system of quality for children and families. At the same time, there are a number of issues that merit further discussion among county commissions and with First 5 California related to financial requirements, program flexibility, and approach. For First 5 LA, we will need to think carefully about the implications of this new state initiative for our Strategic Plan implementation activity related to QRIS.

Finally, I was pleased to recently accept on behalf of First 5 LA a Spirit of Service award from the Human Services Association (HSA). Since First 5 LA's inception, HSA has been an important partner, working collaboratively with First 5 LA and those who share our aspirations for young children and their families. In particular, HSA is leading important work in Southeast Los Angeles in such areas as early care and education, select home visitation and Best Start. We are fortunate to have such a strong partner in HSA and appreciate their recognition of the work we've undertaken together to strengthen families and improve child outcomes.

ORGANIZATION-WIDE ACTIVITY HIGHLIGHTS

I. PERINATAL SUPPORT

No highlights to report this month.

II. PARENTING SUPPORT AND CHILD SAFETY

No highlights to report this month.

III. PHYSICAL AND MENTAL HEALTH

Healthy Food Access Initiative: Fruit and Veggie Voucher Program

The First 5 LA Fruit and Veggie Voucher Program is a \$2.5 million, 5-year, Commission-allocated investment. The program aims to increase access to affordable fresh fruits and vegetables for families with children ages 0-5. The Ecology Center along with local subcontractors Sustainable Economic Enterprises of Los Angeles and Hunger Action Los Angeles launched in September 2013 a five-year expansion of the statewide Market Match program to families with young children in seventeen farmers' markets throughout Los Angeles County.

The Market Match program doubles shoppers' CalFresh and WIC nutrition benefits at participating farmers markets and allows them to purchase more healthy fruits and vegetables in low-income neighborhoods where they are often not readily available. If a family spends \$10 of their allotted benefit, they are given an extra \$10 to spend on fruits and vegetables at the farmers' market.

On April 1, 2015 the Ecology Center was awarded a \$3.7 million grant to expand the statewide Market Match program from the United States Department of Agriculture. The funds, which will be distributed over two years, are one of the first disbursements from the newly created Food Insecurity Nutrition Incentive grant program. First 5 LA funds were utilized as part of the required matching dollars needed to apply for the federal funding. Assembly Bill 1321 (Ting, D-San Francisco) would create the Nutrition Incentive Matching Grant Program and would allow California's Market Match to continue to be eligible for grants like FINI once First 5 LA's investment has ended.

As a result of the additional federal funding, a total of 240,000 food-insecure shoppers along with 2,200 small farms will benefit across California. In Los Angeles County alone, Market Match served over 37,000 parents and children 0-5 between July-December 2014.

Staff Contact: Jessica Monge Coria (jmonge@first5la.org)

Countywide Public Education Activities

3/28 Grand Park Book Fest

Downtown Book Fest featured a variety of family oriented pavilions and activities. Families had the opportunity to discover pop-up bookshops, graphic novels and bilingual literature. First 5 LA's hosted a booth and promoted literacy by providing free books, Family Guides and tips on literacy to approximately 300 families.

4/4 Los Angeles Zoo, Big Bunny Spring Fling

The Los Angeles Zoo's signature event, Big Bunny Spring Fling, provided families fun activities around a spring theme. Children had the opportunity to make a variety of crafts, they were able to pet real bunnies in the petting zoo and enjoyed musical entertainment. First 5 LA engaged children and their families in a physical fitness activity by utilizing the spin wheel game and distributing a scavenger hunt. Over 500 families participated and were provided Family Guides, children books and brochures.

Staff Contact: Violet Gonzalez (vgonzalez@first5la.org)

Family Place Libraries Update

The Family Place Libraries Initiative will expire on June 30, 2015. Approved by First 5 LA on September 11, 2008 for up to \$1,011,000 million through a Strategic Partnership with the County of Los Angeles Public Library, the Family Place Libraries is intended to develop 20 Family Place libraries throughout the County. The following provides an overview of the accomplishments of the Family Place Libraries investment, as the 20 libraries are completed and the project ends.

Family Place Libraries is a national program to transform libraries into community hubs for healthy child and family development, parent and community involvement, and lifelong learning beginning at birth. It is a program designed to increase families' awareness of early literacy and community resources. A Family Place Library is one that is more accessible to families with infants and toddlers. This family-friendly library environment is achieved by making minor building improvements to create spaces that are more useable for families with very young children, and by training children's librarians. In addition, a series of workshops is offered to introduce families to representatives from agencies that offer key resources in their community.

First 5 LA's investment at individual libraries encompassed the sustainable core components of Family Place, including:

- Training for up to two children's librarians or other appropriate library staff

- Minor capital improvements to increase space for community use and enable families to more easily access books for parents and very young children
- Resources to support two annual workshop series
- Enhanced infant and toddler book collections
- Two years of additional or replacement materials

As a result of First 5 LA's support of the construction and development of the Carson training center, the County of Los Angeles Public Library has gained national and international attention as the only West Coast training site for the Family Place Library model. In addition to the First 5 LA funded libraries listed below, First 5 LA's support has been leveraged in order to convert other libraries to become Family Place Libraries. For example, the Family Place Libraries are supported by a range of collaborators including, but not limited to, Supervisor Mark Ridley Thomas' office, the City of Malibu, other elected officials, the Department of Mental Health, and the State of California.

First 5 LA Funded Libraries:

- Bell Gardens*
- Baldwin Park
- Chet Holifield*
- El Monte*
- Graham*
- Hawaiian Gardens*
- Hollydale*
- Huntington Park"
- La Crescenta
- Lake Los Angeles*
- La Puente
- La Verne
- Lealand Weaver*
- Little Rock*
- Montebello*
- Norwalk
- Norwood*
- Paramount Library*
- Pico Rivera*
- South El Monte*

* Libraries located in a Best Start Community

Staff Contact: Karen Robertson-Fall (krobertson@first5la.org)

Tot Parks and Trails Update

The Tot Parks and Trails Initiative will expire on June 30, 2015. Thirty-three Tot Parks and Trails projects (playgrounds, trails, children's gardens, splash pads, and increased ADA accessibility) will be completed throughout L.A. County, with 14 located in Best Start communities through the \$10 million, three-year investment. Cumulatively, more than 280,000 children under the age of 5, and their families, now have increased access to developmentally appropriate play spaces within 2 miles of their home.

First 5 LA contracted with the following seven organizations representing public/private partnerships to collaborate with communities to refurbish a variety of parks and trails for young children and families as means for them to become physically active and adopt healthy lifestyles:

- Amigos de los Rios

- Los Angeles Conservation Corps
- Los Angeles Neighborhood Initiative
- Los Angeles Neighborhood Land Trust
- Los Angeles Parks Foundation
- North East Trees
- Shane's Inspiration

By the expiration of the initiative, First 5 LA's Tot Park and Trails investment will have completed the following projects:

- Athens Park: *Best Start Community of Broadway/Manchester*
- Avalon and Gage Park: *Best Start Community South Los Angeles*
- Castaic Park: Castaic
- City Terrace Park: *Best Start Community of East Los Angeles*
- East Rancho Dominguez Park: *Best Start Community Compton*
- Fernangeles Recreation Center: Sun Valley
- Gerdes Park: Norwalk
- Holmes Avenue Tot Park and Community Gardens: *Best Start Community of Watts/Willowbrook*
- Los Angeles County USC Wellness Center: *Best Start Community of East Los Angeles*
- Salazar Park: *Best Start Community of East Los Angeles*
- Sepulveda Recreation Center: *Best Start Community of Panorama City*
- Watson Pocket Park: *Best Start Community of Wilmington*
- Vermont Miracle Mile Park
- Washington Park: *Best Start Community of Watts/Willowbrook*

The Tot Parks and Trails project was approved at the November 2010 Commission Meeting, for up to \$10 million over three years to develop tot parks and trails throughout Los Angeles County. FY 2014-2015 represents the last year of the investment. This project addresses First 5 LA's strategic goal of Children Maintain a Healthy Weight and seeks to implement sustainable changes in communities to support increased physical activity supporting the shift to healthy and active living communities.

Follow this link (www.first5la.org/files/TotParksAndTrails.pdf) to see a visual review of the accomplishments for the Tot Parks and Trails investment.

Staff Contact: Karen Robertson-Fall (krobertson@first5la.org)

IV. SCHOOL READINESS

Grade Level Reading Campaign

First 5 LA continues to support and participate in the LA Campaign for Grade Level Reading (Campaign).

The Campaign is a member of the national Grade Level Reading (GLR) network of communities organized by the Annie E. Casey Foundation, who provides technical assistance to local communities across the state and country with the similar goal of improving third grade reading. Launched in 2010, the national campaign's goal is that by 2020, a dozen states or more states will increase by at least 100 percent the number of children from low-income families reading proficiently by the end of third grade.

On March 25, 2015, First 5 LA convened a cross-sector group of local ECE stakeholders to participate in the School Readiness Workgroup. Attendees at the kickoff meeting included staff from the Advancement Project, California Community Foundation, Children Now, Early Edge, FIS, LA County Office of Child Care, LA County Office of Education, LA Area Chamber of Commerce, LA Partnership for Early Childhood Investment, Los Angeles Universal Preschool (LAUP), LAUSD, Public Counsel and First 5 LA. Facilitated by The Glen Price Group, workgroup members are charged with identifying 2-3 goals and related measures for which their respective organizations will agree to work collectively to achieve over the course of the Campaign. As the Workgroup progresses, members will communicate with and engage systems leaders, funders and policymakers to support the achievement of the Workgroup and Campaign goals.

In addition, Community Investment and Program Development Department staff attended the GLR Statewide Conference and Funder-to-Funder Huddle, April 22-24, 2015, in San Francisco, hosted by the Annie E. Casey Foundation. Here, First 5 LA staff had the opportunity to connect with other GLR communities and funders from across the state to learn about best practices and to identify partnership and leveraging opportunities in support of school readiness. The Statewide Conference featured presentations on implementation strategies followed by interactive dialogue, workgroup session and practical tools for participants to apply at their respective community. The Funder-to-Funder Huddle provided two workshop tracks that focused on: 1) the strategies that the pacesetter communities are using to improve school readiness, attendance and summer learning and 2) unique roles for grantmakers to enhance the impact and sustainability of the work.

The purpose of the Campaign is to increase the number of students in LA County, who are reading at grade level by the end of 3rd grade and are on track to succeed in school. The Campaign strategies to improve outcomes for students specifically target policy change, system coordination and alignment, and parent engagement in three outcome areas: school readiness, attendance and summer learning. First 5 LA is a Steering Committee member of the Campaign—along with the LA Chamber of Commerce, Los Angeles Unified School District (LAUSD) and Families in Schools (FIS)—and is leading the workgroup to support the school readiness focus area. FIS is leading the summer learning workgroup.

Staff Contact: Jennifer Cowan (jcowan@first5la.org)

Legislative Hearings on Early Learning

In April, the California Legislature held two hearings focused on early learning: an Assembly joint hearing with Budget Subcommittee No.1 on Health and Human Services and Subcommittee No. 2 on Education Finance; and a Senate joint hearing with Subcommittees No. 1 on Education and Subcommittee No. 3 on Health & Human Services. The hearings examined a range of issues pertaining to early learning, including the low pay of child care workers, eligibility and access to child care and preschool, and the importance of investing in quality care. A theme heard throughout the hearings was that much of the budget surplus anticipated this year due to a stronger economy is headed to K-14 education under the Prop 98 law. As a result, many legislators expressed interest in examining proposals to improve the early learning system that were one-time in nature and that could be tapped via the Prop 98 system.

First 5 LA has worked closely with partner agencies to pull together a budget ask that identifies three main categories for reinvestment: slots, reimbursement rates, and quality. A number of the quality proposals would access Prop 98 funds. (See Attachment A). The coalition partners have met with legislators to promote this plan and anticipate revising and resubmitting it to the legislature following the Governor's May Revise budget, due out the second week of May.

LAUSD's School Readiness Literacy Development Program

The Los Angeles Unified School District interim Superintendent Ramón Cortínes, faced with looming budget deficits, has proposed that the district cut one of its early learning programs, the School

Readiness Literacy Development Program (SRLDP) by 40 percent this year, and fully eliminate it the following. The program has been in existence for 35 years, has shown strong outcomes. It uses certificated teachers, and before the parent engagement portion of the program was eliminated due to budget cuts, it included a parent instruction component, also taught by certificated teachers. The School Board has held a number of meetings to address the proposed cuts, many of which have included testimony by dozens of teachers and parents imploring the district to retain the program. First 5 LA has joined partner agencies in meetings with Board Members and the Superintendent to urge the district to consider alternatives to shuttering the program. The group has also drafted a letter to the Superintendent (See Attachment B.)

Also in April, LAUP CEO Celia Ayala and I spoke to the LAUSD Ad Hoc Committee on Early Learning and Parent Engagement about our new strategic plans, the contract end date, and our efforts to expand early learning for children 0-5 broadly. Two Board Members were present at the Ad Hoc Committee—Bennett Kayser and George McKenna.

Reauthorization of Elementary Secondary Education Act

In April, the Senate Committee on Health, Education, Labor, and Pensions, Chaired by Senator Lamar Alexander (R-TN) with Patty Murry (D-WA) serving as the Democratic ranking member, passed Every Child Achieves Act, an important milestone in the reauthorization of the Elementary Secondary Education Act. The bill includes a number of new early learning opportunities, including an amendment entitled the Early Learning Alignment and Improvement Grants program. This program, if passed, would consist of the three-year grants to help states coordinate federal and state efforts to boost quality and access in early learning and care. Staff will continue to monitor this and other federal opportunities.

Staff Contact: Tessa Charnofsky (tcharnofsky@first5la.org)

V. BEST START

Building Stronger Families Framework (BSFF) Implementation

Region 1: East LA, South El Monte/El Monte, Central Long Beach

In April, the exiting Advisory Committee of the *Best Start* East Los Angeles (BSELA) Community Partnership received a certificate of recognition by Congresswoman Lucille Roybal-Allard in appreciation of their outstanding commitment and dedicated efforts. Additionally, the full Partnership participated in a reflective session where they shared their insights on their community and experiences in *Best Start* to inform their work moving forward. This Partnership has seen an increase in the number of participants as the BSELA Outreach & Engagement Committee has created an outreach goal and plan to increase community-wide participation and awareness of *Best Start*.

In March, the South El Monte/El Monte *Best Start* Community reflected on their work during the *Learning by Doing* process and as a Partnership. As a result of the reflection, Partnership members made recommendations on how to improve collaboration such as increased transparency between First 5 LA and the community, and genuine decision-making power in funding. Additionally, the Communications Workgroup engaged the business and residential community at two community events -- the Taste and Sound of El Monte and the Family Eggstravaganza. At the Taste and Sound, Workgroup members garnered interest of 15 additional businesses. At the Family Eggstravaganza, new workgroup members practiced the *Best Start* elevator pitch with 25 residents expressing interest in joining our efforts.

On March 12, 2015, First 5 LA's Board of Commissioners approved a contract with the City of Long Beach Public Health Department to fund *Learning by Doing* activities for the Central Long Beach Community Partnership. The Partnership is excited to start implementing activities designed through *Learning by Doing* now that Long Beach Department of Health and Human Services' contract is on board. The Partnership is developing their practice in evaluating their performance and capacity to help them measure success and make adjustments to their work.

Region 2: Southeast Los Angeles, Wilmington, Metro LA

The Wilmington Partnership is finalizing the details on the four activities selected for their *Learning by Doing* worksheet, all focusing on increasing awareness of isolation in the community using social connections, their main *Learning by Doing* strategy. The full Wilmington Partnership is contributing to the *Learning by Doing* process with support from the Healthy Lifestyles Group (Wilmington's Leadership Group) and the consultant partners who support Wilmington's Partnership.

Best Start Metro LA launched their Community Leadership Workshop pilot in March. Metro's Technical Assistance Task Force developed a concrete Parent Leadership Guide which is serving as the curriculum for the workshop. There will be ten weekly sessions where participants will learn about leadership styles, identifying community needs for social development, and ongoing evaluation.

Meanwhile, the Southeast LA Partnership continues to motivate and mobilize community members to promote and achieve better outcomes for their children.

Region 3: Panorama City & Neighbors, Northeast Valley Community, Lancaster, Palmdale

The *Best Start* Northeast Valley Community Partnership has restarted their Communications Workshop and is working on various goals, including an upcoming Family Resource event in June. In addition, the Guidance Body has continued to work specifically on refining its Governance structure/guidelines. Recently the WIC (Women, Infants and Children) program delivered an interactive presentation to the Partnership on the subject of managing tantrums, and Department of Mental Health is delivering a presentation titled, "Healthy Neighborhoods Begin with You." Parents and grandparents of the *Best Start* Panorama City & Neighbors Community Partnership participate in the Community Outreach Groups in partnership with the Resident Outreach Coordinator. They have successfully completed leadership training and facilitate their own groups that focus on topics such as Nutrition and Arts and Crafts.

After receiving approval for their *Learning by Doing* worksheet, *Best Start* Lancaster is now developing their Request for Proposal (RFP). The Partnership is also working on developing its mission statement, increasing stakeholder engagement and reconvening the Communications Workgroup. *Best Start* Palmdale is also developing the RFP, and has started three new committees in anticipation of the upcoming work including a newly formed Communications Workgroup which will focus on sharing the Partnerships progress.

Region 4: Broadway-Manchester, West Athens, Watts/Willowbrook, Compton/East Compton

Broadway-Manchester's Outreach Workgroup has completed its *Learning by Doing* workplan. Because the Partnership will be taking on new exciting and activities, the *Learning by Doing* Workgroup is developing additional outreach strategies that will include working with the Resident Outreach Coordinator to build their capacity in continuing to engage with past Partnership meeting participants and maintain their involvement and interest in *Best Start*.

Compton/East Compton held their Communications and Membership Workgroup meetings in March and April. They continued to refine their communications workplan, and discussed several training needs for the group, including public speaking and community engagement – specifically related to events. They completed work on new community-specific collateral material, and also conducted outreach at the March 28 Cesar Chavez event, providing *Best Start* materials to families, encouraging them to come to meetings and engage them in the broader partnership activities.

West Athens held its April Communications Workgroup meeting, where they reviewed West Athens' outreach materials and discussed at length specific communications strategies to reach the *Learning by Doing* target audience, young parents. In addition, the group participated in an outreach event in partnership with Great Beginnings for Black Babies. Members also presented at the event, which focused on expectant mothers.

Watts/Willowbrook held two Outreach Workgroup meetings in April to finalize their communications workplan and discuss several community engagement opportunities. Members had a booth at the 3rd Annual Spring Fest hosted by Macedonia Baptist Church, and attended a First 5 LA photo shoot at the historic Watts Towers. In addition, the Leadership Group held a retreat, where they went through the first of a series of communications trainings about Best Start messaging and public speaking, which will eventually enable them to also become communications trainers for the larger Partnership, supporting the larger partnership in being "ambassadors" for Best Start, sharing the message of "why 0-5."

Staff Contact: Katie Kurutz (KKurtz@First5LA.org)

VI. WORKFORCE DEVELOPMENT

ECE Works! Business Roundtable

On April 30, the ECE Works! sponsored a Business Roundtable, hosted by Noel Massey of UPS, also former Chair of the L.A. Chamber of Commerce, to discuss how and why quality early learning programs are good for business and good for the economy. The group involved business leaders with various levels of buy-in and commitment to early education. The goal of the convening aimed to continue to build a cadre of business leaders who are supportive of increasing public investments in early learning workforce, access and quality.

Staff Contact: Tessa Charnofsky (tcharnofsky@first5la.org)

VII. COUNTYWIDE SYSTEMS IMPROVEMENT

LA Partnership for Early Childhood Investment

Representatives from First 5 LA's Executive, Community Investments, Policy, and Program Development Departments attended the LA Partnership for Early Childhood Investment's Quarterly Meeting on April 21, 2015. The meeting provided a status on the Partnership's Baby Futures Fund, which has leveraged First 5 LA's \$1 million challenge grant to secure an additional \$795,000 from private funders. To date, the Baby Futures Fund has awarded grants to support advocacy and systems-change efforts related to Trauma-Informed Care, Home Visiting, and Local Control Funding Formula (LCFF), as well as provided funding for a dedicated Early Childhood Reporter at KPCC. The Partnership continues to fundraise for the Baby Futures Fund, while exploring new potential investments aligned with the Partnership's goals and grantmaking criteria (<http://investinkidsla.org/projects/baby-futures/>).

The Partnership also recently collaborated with Southern California Grantmakers (SCG) to co-host a series of educational sessions on topics of interest to their respective members. The first joint session featured First 5 LA staff among a panel of Home Visiting stakeholders to address "Parent and Family Engagement: The State of Home Visiting Programs in LA County and Across the County". Highlights from the panel are below. The next educational session will be on First 5 LA's FY 2015-20 Strategic Plan: Focusing for the Future, providing First 5 LA with a platform to discuss our priority outcome areas and strategies, and to engage the philanthropic community in discussions on how we can partner to achieve and sustain our mutual goals for young children and families in LA

County. First 5 LA staff will be working with Partnership and SCG staff to develop the session, scheduled for June 2015.

Parent and Family Engagement: The State of Home Visiting Programs in LA County and Across the Country

Topics presented by the panel included: what home visiting means, the national policy environment, effectively messaging home visiting to win public support, and the home visiting landscape in LA County. **Armando Jimenez**, Director of Research and Evaluation at First 5 LA, presented an overview of the definition, outcomes and evidence, link to Welcome Baby program, and future research around home visitation. **Karen Kavanaugh**, Director of Home Visiting at Pew Charitable Trusts, highlighted the organization's home visiting campaign which was created in 2010. **Jennifer Stapleton**, Communications Officer at Pew Charitable Trusts, shared results from focus groups and online surveys conducted with both policymakers and families around public support for home visiting programs. **Nicole McCleskey**, a partner with Public Opinion Strategies, presented her work in New Mexico conducting focus group discussions and online surveys also related to home visitation with mothers who were currently or formally enrolled in a program and with home visitation providers. **Suzanne Botswick**, Maternal, Child and Adolescent Health Program Administrator for the LA county Department of Public Health, discussed what home visitation looks like in LA County. And **Stacy Lee**, Policy Manager at First 5 LA, discussed First 5 LA's investment in supporting home visitation throughout LA County by not only creating Welcome Baby but also being an invested part of the LA county home visitation consortium.

Staff Contact: Jennifer Cowan (jcowan@first5la.org)

VIII. INTERNAL INITIATIVES

No highlights to report this month.

IX. FEDERAL AND STATE PUBLIC POLICY AND GOVERNMENT RELATIONS

Policy Advocacy Fund Quarterly Meeting

On Wednesday, April 22, 2015, the Policy Department held the third quarterly meeting for Policy Advocacy Fund grantees at First 5 LA. The meeting focused on Non-Legislative Advocacy: How Do You Influence Public Agency Staff? The meeting hosted a group of panelists from county, state, and federal government departments on what works – and discussed what to watch out for as grantees advocate within the system. Guest panelists included Sam Chan (Los Angeles County Department of Mental Health); Amelia Cobb, First 5 LA (formerly: U.S. Department of Health and Human Services); John Wagner, First 5 LA (formerly: California Department of Social Services); and Deena Margolis, Focali Consulting (formerly: LA County Chief Administrative Office) who served as the panel moderator. Grantees also received tangible examples of “how or when” to building ongoing communication methods about their policy work with officials.

Following the conclusion of the panel, grantees participated in a networking lunch with peers to discuss new project developments and shared organizational announcements with their new Policy Program Officer, Amelia Cobb.

Staff Contact: Amelia Cobb (acobb@first5la.org)

Board of Equalization

The First 5 Association and members of the Executive Team, with support from California Strategies, have continued to collect and present data to members of the Board of Equalization and the Chairs of two Legislative Committees overseeing the matter of fees imposed in the collection and

enforcement of tobacco taxes. Attachment C reflects how fees imposed on Proposition 10 have increased over the years.

Staff Contact: Tessa Charnofsky (tcharnofsky@first5la.org)

Legislative Update

Upon the Commission's approval of First 5 LA's legislative agenda, staff began drafting letters of support for the three bills initially approved. The support letters (See Attachments D, E, F) for AB 72 (Calderon, D-West Covina, Annual Inspections of family care homes), AB 648 (Low, D- Campbell, Virtual Dental Home) and AB 1321 (Ting, D-San Francisco, Nutrition Incentive Matching Grant Program) were delivered to authors' offices by First 5 LA's state advocates in mid-April.

Policy and Program Development staff is also currently analyzing a number of other bills that it will recommend positions on as the legislative session moves forward. Among the bills being examined are AB 1161 (Olsen, R- Modesto), which would initiate a privately funded preschool program; AB 762 (Mullin, D-San Mateo), which would convert the existing day care center license to a single integrated child care license; and AB 1133 (Achadijian, R-San Luis Obispo). Attached please find the full list of bills that have prioritized for analysis.

Staff Contact: Ruel Nollado (Rnollado@first5la.org)

X. CONTRACTS EXECUTED BETWEEN \$25K - \$75K

Procurement Update

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

The following contracts were executed between March 5, 2015 and April 24, 2015. Copies of the executed contracts can be found here: www.first5la.org/postfiles/files/May2015ED.pdf

#08877 Tableau Software – Contract Amount: \$30,000

Contract Period: 3/5/2015 – 3/4/2016

The Vendor provides licenses and maintenance for the Tableau server, which visualizes program data used by Welcome Baby and gathered through contractor reporting and the Stronger Families Database

#08886 Local Initiative Health Authority for Los Angeles County Operating as L.A. Care Health Plan (L.A. Care) – Contract Amount: \$50,000

Contract Period: 4/1/2015 – 6/30/2015

The Contractor will administer a gap Analysis to ascertain the reasons behind underutilization of developmental screening in Los Angeles County to suggest ideas for pilot projects to improve access and utilization. The resulting pilots may be implemented by the Contractor using unspent funding from the Healthy Kids Initiative.

#08887 Children Now – Contract Amount: \$73,255

Contract Period: 4/1/2015 – 9/30/2015

The Contractor will conduct a scan to assess the Kindergarten Readiness Assessments used by school districts within Los Angeles County. The Contractor will administer an online survey to each of the 80 school districts and conduct interviews with at least 20 districts. Results will be used to inform the implementation of the First 5 LA 2015-2020 Strategic Plan.



CHILDREN NOW

LOS ANGELES AREA
CHAMBER OF COMMERCE

April 9, 2015

The Honorable Marty Block, Chair
Senate Budget & Fiscal Review Sub. 1 on Education
State Capitol, Room 4072
Sacramento, CA 95814

The Honorable Kevin McCarty, Chair
Assembly Budget Sub. 2 on Education Finance
State Capitol, Room 2160
Sacramento, CA 95814

The Honorable Holly Mitchell, Chair
Senate Budget Sub. 3 on Health & Human Services
State Capitol Building, Room 5080
Sacramento, CA 95814

The Honorable Tony Thurmond, Chair
Assembly Budget Sub. 1 on Health & Human Services
State Capitol Building, Room 5150
Sacramento, CA 95814

Re: Invest in Quality Early Education Funding in the 2015-2016 Budget

Dear Chairs Block, McCarty, Mitchell, and Thurmond:

We are a partnership of statewide early childhood education advocacy organizations writing to urge you to reinvest in quality Early Care and Education (ECE) programs for our state's youngest children. In order to continue building a successful early learning system that works for California's families and young children, we highly encourage the state to continue making significant investments in three fundamentally linked priority areas: **access, affordability, and quality**. We applaud the recent efforts that have been made including the preschool expansion promise, yet the early learning system is still reeling from the \$1 billion cut resulting in 100,000 children losing out on services and programs. It is apparent that we still have work to do to meet the early care and education needs of children birth to five; this need is even greater for infants and toddlers. Moving forward we propose:

1. *Expand access to quality early learning for low-income young children and their families*

Quality preschool for 4 year olds

Last year, Governor Brown and the Legislature increased access to the California State Preschool Program and declared their intent to provide full-day, full-year quality preschool opportunities to all low-income 4 year olds over a multi-year period. This year's budget should contain the next step toward this intent with a further expansion. As such, we propose that you:

- Build off of last year's 4,000 slot expansion and expand California State Preschool Program by another 10,500 slots
- Begin expansion of additional 10,500 slots starting in June 2015
- Enact statutory budget language stating intention to fully fund the remaining 10,500 new slots

Quality child care for babies and toddlers

Given the great need for families to have access to quality care for babies and toddlers in multiple settings, we also propose an expansion of 10,500 in infant and toddler slots.

2. *Increase rates and cost of living adjustment so that low-income families can afford a wide range of programs and child care/early education providers can continue to provide services*

Given the need to continue quality improvements as well as the continuous cost pressure to maintain operations including the recent increase in minimum wage, we propose that you:

- Increase the Standard Reimbursement Rate as well as the infant multiplier from 1.7 to 2.3 and the toddler multiplier from 1.4 to 1.8, and include a 30% COLA
- Increase the Regional Market Rate ceiling so families can eventually access 85% of the programs in their communities

3. *Continue to focus on increasing quality in all settings*

California has successful local efforts and various initiatives to support quality; however, *the state still needs a consistent, system wide focus* on quality and continuous quality improvement to ensure families throughout the state have equal access to quality child care and preschool. We propose that you:

Increase quality in infant and toddler settings via QRIS block grant expansion

Last year's budget included a \$50 million QRIS block grant to focus on improving quality in state preschool settings. Given that the quality in infant and toddler settings is lower on average, the block grant should be increased and extended to infant and toddler providers.

Strengthen ECE professional development community college opportunities

In order to continue improving the quality and consistency of ECE professional training and education throughout the state, an ECE community college statewide workgroup should be created to assess and support colleges in strengthening the quality and alignment of their Child Care and Development programs, particularly their ECE instructional practices and training opportunities offered through existing laboratory schools. The workgroup efforts will build upon the existing community college infrastructure, align with related efforts across higher education systems and lay the foundation for implementation of forthcoming Commission on Teacher Credentialing recommendations on the ECE permit matrix and credential.

Ensure CA is prepared to meet the new Child Care Development Block Grant (CCDBG) requirements

CCDBG reauthorization and the development of the state plan for disbursement of Child Care Development Fund (CCDF) monies provide opportunities to articulate priorities and goals for strengthening the early learning system. Initial investments to help California reach compliance should include increased funding to achieve annual inspections for licensed settings, and creating alternative models for meeting new inspection requirements for license-exempt. Funding for these efforts should be from the General Fund and not CCDF quality funds. New health and safety training should also include specific child development training.

Early care and education is critical to the current and long-term economic and educational viability of our state. High-quality early learning programs significantly narrows the readiness gap, reduces the high school dropout rate, and leads to savings from lower costs related to special education, public assistance, and crime. Study after study has shown that it is one of the best investments we can make to impact child outcomes and increase economic sustainability for families. We respectfully ask that you prioritize our youngest children and their families in this year's state budget.

Sincerely,

Advancement Project
Bay Area Council
Children Now
Early Edge California
First 5 Association of California
First 5 California
First 5 Los Angeles
Los Angeles Area Chamber of Commerce

Cc: Members, Senate Budget and Fiscal Review Sub. 1 on Education
Members, Assembly Budget Sub. 2 on Education Finance
Members, Senate Budget Sub. 3 on Health & Human Services
Members, Assembly Budget Sub. 1 on Health & Human Services



CHILDREN NOW

LOS ANGELES AREA
CHAMBER OF COMMERCELA Partnership
for Early Childhood Investment
A great beginning changes everything

CHILD CARE LAW CENTER.

April 15, 2015

The Honorable Ramón Cortines, Superintendent
L.A.U.S.D. Board of Education
333 S. Beaudry Avenue, 24th Floor
Los Angeles, CA 90017

Re: SRLDP Program

Dear Superintendent Cortines:

We are writing in strong, united support of the School Readiness Language Development Program (SRLDP), which faces elimination over the coming two years under Superintendent Cortines' proposed budget. We urge the Los Angeles Unified School District Board of Education to reject this cut, which would fall disproportionately on the low-income, English language learners who are most in need of additional help and preparation before they enter kindergarten or first grade. While it may seem like there are short-term savings to be had, we know that ending SRLDP will cost the district, and our community, much more in the longer term.

We are especially concerned about this discussion as it comes just weeks after a report detailed to the Board and the Superintendent the troubling statistics about LAUSD students' progress toward meeting elementary-grade reading goals. All aspects of the March 20 report are absolutely alarming: the low numbers scoring at benchmarks at the beginning of the school year in all grades as well as their limited or backward progress during the year. The report also notes that the Office of the Deputy Superintendent of Instruction is developing a "preK-12 college- and career-readiness plan." It makes no sense – from an educational or budgetary standpoint – to develop such a plan while at the same time eliminating an existing, successful program that supports the district's most needy students. This report in fact argues for just the opposite: to invest more in improving and expanding programs like SRLDP so our youngest learners are better prepared for school.

Also alarming were the findings of a UC Berkeley study released this month that show Latino children lag three to five months behind whites in their language skills and acquisition. It suggests convincingly that our nation, as well as LAUSD, should be investing in a full range of early learning and child development programs. SRLDP offers precisely the combination of educational and language skills with parental engagement that the Berkeley researchers say can help close this "language gap" between young Latino and white children. For a district that is nearly three-quarters Latino not to be compelled by these findings to act, and act now, defies logic.

You do have the opportunity to act, however. Choosing to save SRLDP, which at one point served 16,000 children and their parents and has shown remarkable outcomes during its 35 years, is a clear and easy decision to make. A 2002 study by LAUSD concluded that SRLDP "appears to be an effective program that prepares students for success in school." In particular, that study found the SRLDP "appears to have a significant effect on early education.

As proposed, LAUSD's budget would save about \$16 million next year out of a more than \$7 billion budget by laying off 140 SRLDP teachers and eliminating 5,040 slots. The program's elimination the following year, to save about \$36 million, would see another 140 teachers fired and a total of 10,000 children left without the option to attend a program

that LAUSD itself has found successfully prepares students for school. Furthermore, parents who participated in SRLDP report they are much more engaged in their children's education. Both are key factors to long-term student success and ongoing attendance within LAUSD.

We keenly understand the need to manage a budget as large and complex as LAUSD's, but we equally know the hazards of making short-sighted cuts that turn out to be far more costly in the long run. Cuts to SRLDP would be precisely that – we already know these cuts will end up costing the district and our community. They will lead to lower graduation rates, increased grade retention and higher placement in special education programs, which has been cited as one contributor to the district's ongoing budget problems. Knowing this, you have the opportunity to avoid making this mistake in the first place.

Based on our own experiences and the myriad compelling research – including, but far from limited to, Professor James Heckman's Nobel Prize-winning research on the economic return on investment of early learning – we know that we must begin preparing students even before they enter kindergarten. It is past time that LAUSD realizes the irreplaceable value of supporting and nurturing children in their earliest years and makes smart investments that will pay off not only for these children but for the district, as well.

We look forward to working with you to help the district become both a leader in early education and in providing students the best education possible.

Sincerely,



Kim Belshé
Executive Director
First 5 LA



Ted Lempert
President
Children Now



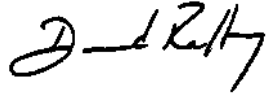
Stuart Waldman
President
Valley Industry and Commerce Association



Celia Ayala
Chief Executive Officer
Los Angeles Universal Preschool



Deborah Kong
President & CEO
Early Edge CA



David Rattray
Senior Vice President, Education Workforce Development
Los Angeles Area Chamber of Commerce



Kim Pattillo-Brownson
Director of Educational Equity
Advancement Project



Parker Blackman
Executive Director
LA Partnership for Early Childhood Investment



Tahra M. Goraya
Director
ZERO TO THREE



Kim Kruckel
Executive Director
Child Care Law Center

Cc:

School Board President, Richard Vladovic, Board District 7
School Board Member, George McKenna, Board District 1
School Board Member, Mónica García, Board District 2
School Board Member, Tamar Galatzan, Board District 3

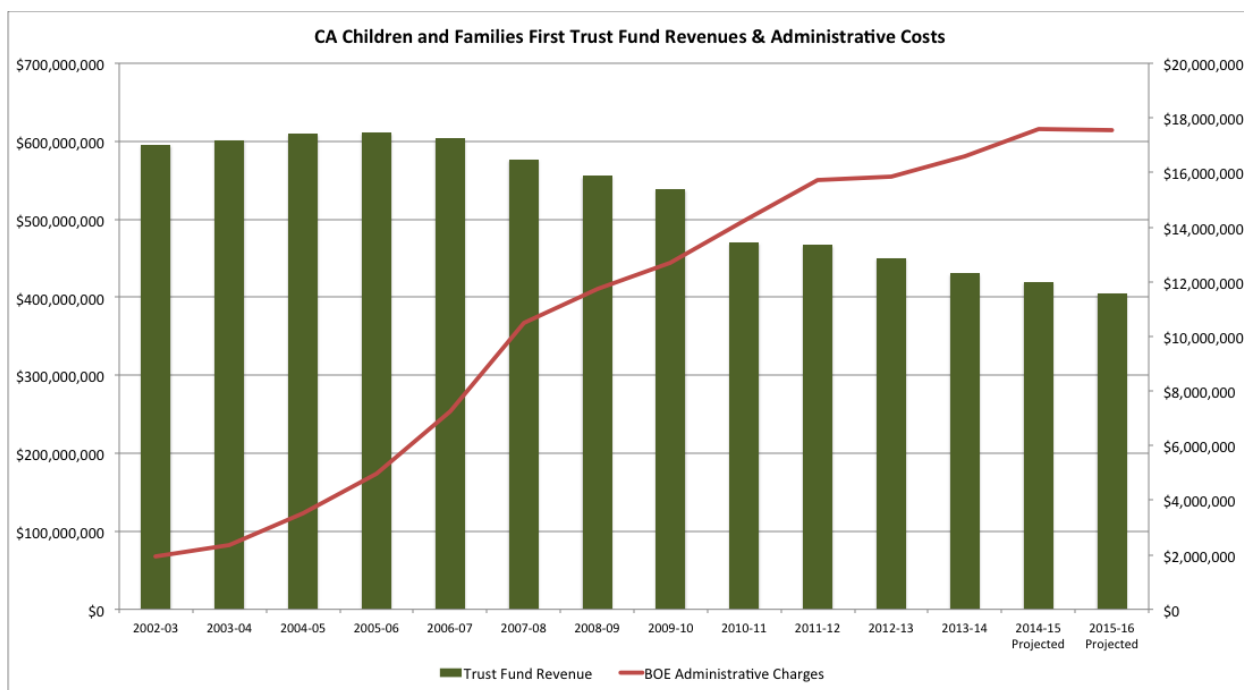
School Board Member, Steve Zimmer, Board District 4
School Board Member, Bennett Kayser, Board District 5
School Board Member, Mónica Ratliff, Board District 6



Children's Programs Depleted to Support Tobacco Enforcement

Voter Intent

When Proposition 10 was approved by the voters in 1998 it allowed for the Board of Equalization to reimburse for “expenses incurred in the administration and collection of taxes”. At the time of passage, the LAO estimated that the BOE would incur annual administration costs of about \$800,000 in 1998/99 which would decline by 2000 to approximately \$600,000 annually thereafter. In 1998/99, First 5 funds were charged \$568,000 against tobacco revenue of \$562 million. In FY 2013/14 First 5 funds were \$16.6 million charged against revenue of \$461 million.



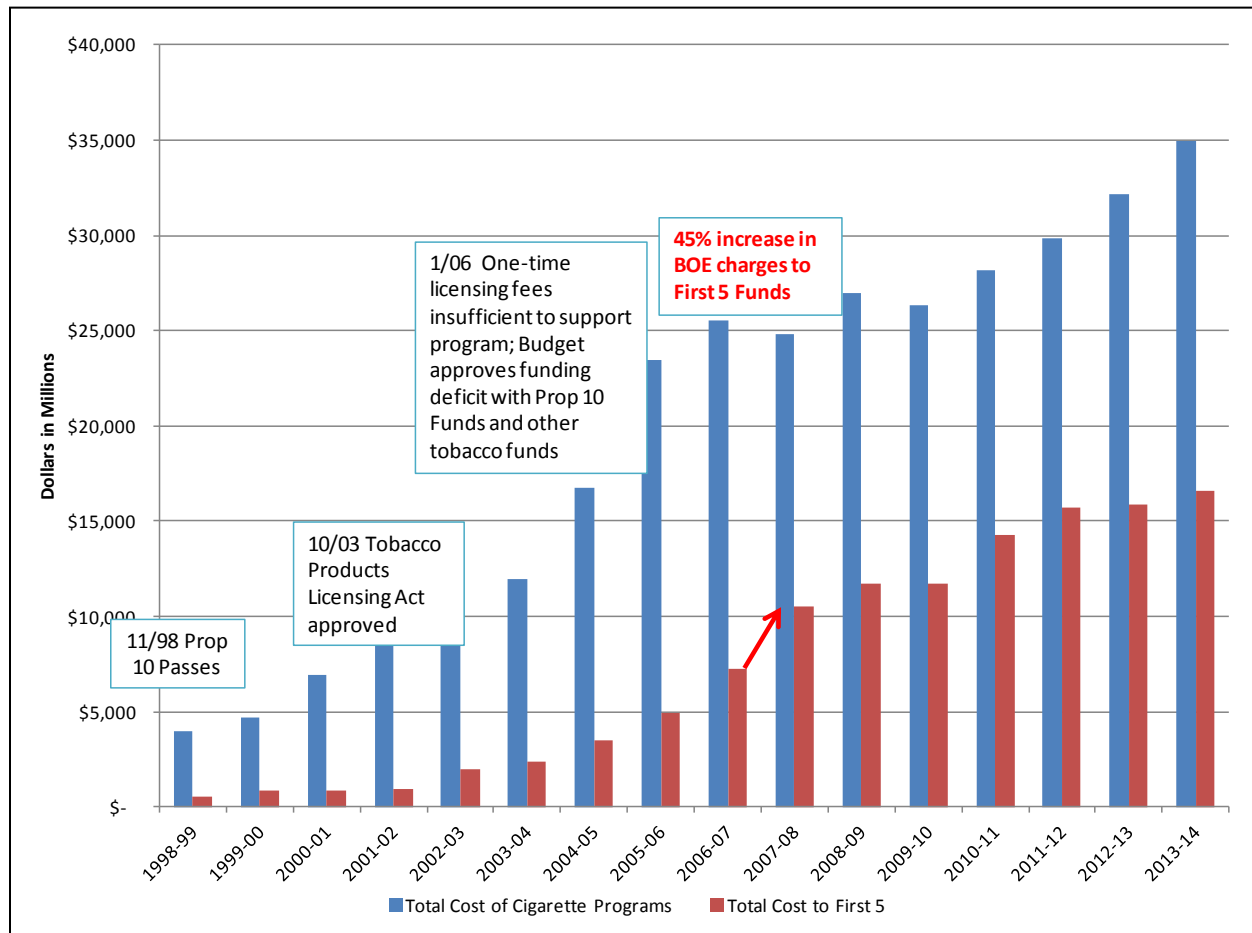
Tobacco Enforcement Efforts

In October 2003, AB71 (Jerome Horton), was authorized to require distributors, wholesalers and retailers of cigarette and tobacco products to be licensed by the State Board of Equalization and created one-time licensing fees. Funds resulting from the licensing fees would be used to support statewide enforcement efforts. By fiscal year 2005/06, the BOE began to project the deficit as one-time licensing fee revenue was being to be depleted and was insufficient to support ongoing enforcement operations.

On January 2, 2006, a budget change was approved allowing the BOE to now charge First 5 Funds, Prop 99 and Breast Cancer funds for the deficit created by the loss in licensing revenue on an ongoing basis. As a result, there was a 45% increase in BOE charges to First 5 funds from FY 2006/07 to FY 2007/08. One of the most significant factors driving this increase in the BOE licensing stamp system which costs the BOE \$10 million annually in contract costs. The system supports enforcement and compliance with terms of the Master Settlement Agreement. No administrative fees are charged against the MSA.

Continued Increases Projected

BOE fees are likely to increase over time based on historical trends, BOE staff projections due to filling vacancies, and the impact of any future tobacco taxes. BOE staff has indicated that any new tax would result in a significant increase in BOE tobacco tax collection, with Proposition 10 taking the majority share.



Need for Relief

To ensure the protection of Proposition 10 funds for the intended purpose of supporting young children's healthy development, we urge actions in the FY 2015/16 Budget process:

- A one-percent (1%) maximum on the amount BOE can charge Proposition 10 revenue for reimbursement of tobacco tax collection and administration. Proposition 10 County Commissions throughout the state must abide by similar caps on administrative expenses, such as a 10% ceiling on administrative expenses of their total budget.
- Eliminating any "enforcement" costs as eligible expenses to be paid by Proposition 10 funds. This would be consistent with the language of the voter- approved Proposition 10 legislation that allows for BOE reimbursement for "administration and collection" of tobacco taxes.

April 21, 2015

The Honorable Ian Calderón
 State Capitol, Room 2148
 California Assembly
 Sacramento, CA 94249

RE: AB 74 (Calderón): Care facilities: regulatory visits – SUPPORT

Dear Assemblyman Calderón:

On behalf of First 5 LA, I am writing to express our support for AB 74, which requires the Department of Social Services (DSS) Community Care Licensing Division to conduct annual unannounced visits to community care facilities licensed by the state, including family child care homes, child care centers, and children's residential facilities.

First 5 LA oversees the Los Angeles County allocation of funds from Proposition 10, which added a 50-cent tax on tobacco products sold in California. Funds raised help pay for health care, education and child development programs for children from the prenatal stage to age 5 and their families. One of our priority focus areas is to improve access to affordable, quality, sustainable early care and education.

California's licensing program performs the essential function of protecting the basic health and safety of children in care. Prior to 2002, community care facilities were typically subject to annual, comprehensive visits from licensing program analysts. Budget deficits in recent years had a significant impact on DSS's ability to monitor the health and safety standards of community care facilities. As a result, California facilities are only required to be visited once every five years unless a facility has complaints and/or compliance problems. Due in part to the lack of annual, unannounced visits, the National Association of Child Care Resource & Referral Agencies ranked California's oversight of child care center programs 50th in the nation in 2013.

AB 74 serves the interests of parents, children, and child care providers by requiring more frequent visits to help ensure the basic health and safety of all individuals cared for in these programs, including one million children receiving care in licensed child care settings across California. The bill would implement a phased-in plan to require DSS to conduct annual unannounced inspections of all community care facilities by 2018. As part of this plan, DSS would, by July 1, 2016, inspect facilities no less often than once every three years with a 30 percent random sample to be subject to an annual inspection. By July 1, 2017, DSS will inspect facilities no less often than once every two years with a 20 percent random sample.

On behalf of the children, families, and child care providers in California, we thank you for your leadership in authoring AB 74 and look forward to working with you and other supporters of this important legislation to ensure passage this year.

If we can be of further assistance, please contact Tessa Charnofsky, Government Affairs Manager, at tcharnofsky@First5LA.org.

Sincerely,



Kim Belshé
 Executive Director

KB:rn

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 Deanne Tilton

EXECUTIVE DIRECTOR

Kim Belshé

CHIEF OPERATING OFFICER

John A. Wagner

A PUBLIC ENTITY

April 22, 2015

The Honorable Evan Low
California Assembly
P.O. Box 942849
Room 2175
Sacramento, CA 94249-0028

RE: AB 648 (Low): Community-based services: Virtual Dental Home program- SUPPORT

Dear Assemblyman Low:

On behalf of First 5 LA, I am writing to express our support for AB 648, which would increase access to dental care for underserved children and adults who currently go without needed care. The bill would do so by providing a one-time investment in the start-up of the Virtual Dental Home (VDH) program so that it can be expanded to more underserved communities across the state.

First 5 LA is a child advocacy and grantmaking organization created by California voters to invest Proposition 10 tobacco tax revenues in health care, early education and child development programs for Los Angeles County children from the prenatal stage to age 5 and their families. From 2012 to 2015, First 5 LA funded a VDH project that demonstrated the potential of this model to provide much-needed access to oral health services to underserved children of low-income families in L.A. County.

The VDH utilizes specially trained dental hygienists and assistants who examine and collect dental information from patients in community settings, such as schools, Head Start sites, and nursing homes. Information is then sent electronically to the supervising dentist at a clinic or dental office. The dentist uses that information to create a dental treatment plan for the hygienist or assistant to carry out. The hygienists and assistants would also refer patients to dental offices for more advanced procedures that require the skills of a dentist.

Previous legislation passed in 2014 now requires Medi-Cal to pay for dentists who use telehealth to provide dental care, while also allowing all dental hygienists and specified dental assistants to be trained to perform the additional duties previously limited only to providers involved in the VDH pilot.

AB 648 would take the next important step towards increasing access to dental care for underserved children and adults, by providing essential support for the establishment of the VDH as a statewide model of practice available in underserved communities across the state. The bill would authorize a one-time, \$4 million General Fund appropriation to establish a Virtual Dental Home grant program, under the leadership and direction of the State Dental Director, for the purpose of expanding the VDH into the state's areas of greatest need. AB 648 would also authorize the allocation of grant funds for activities that support VDH implementation, including training, community-based learning collaboratives, technical assistance, and equipment.

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Karla Pleitez Howell
Deanne Tilton

EXECUTIVE DIRECTOR

Kim Belshé

CHIEF OPERATING OFFICER

John A. Wagner

A PUBLIC ENTITY

First 5 LA supports AB 648 as a means of scaling up and establishing a successful, cost-effective model of bringing dental care to large numbers of children and other underserved populations in their communities. We thank you for your leadership in authoring this legislation and look forward to working with you and other supporters of this important bill to ensure passage this year.

If we can be of further assistance, please contact Tessa Charnofsky, Government Affairs Manager, at tcharnofsky@First5LA.org.

Sincerely,

A handwritten signature in black ink that reads "Kim Belshé" followed by a horizontal line.

Kim Belshé
Executive Director

KB:rn

April 22, 2015

The Honorable Phil Ting
 State Capitol, Room 3123
 California Assembly
 Sacramento, CA 95814

Re: AB 1321 (Ting): Nutrition Incentive Matching Grant Program – SUPPORT

Dear Assemblyman Ting:

On behalf of First 5 LA, I am writing to express our support for AB 1321, which would establish the Nutrition Incentive Matching (NIM) Grant Program. This bill has the potential to improve the health of young children from low-income families by creating a statewide consumer incentive program for purchasing healthful fruits and vegetables.

First 5 LA oversees the Los Angeles County allocation of funds from Proposition 10, which added a 50-cent tax on tobacco products sold in California. Funds raised help pay for health care, education and child development programs for children from the prenatal stage to age 5 and their families.

The NIM Grant Program is based on Market Match, an evidence-based pilot shown to double the purchasing power of nutrition assistance benefits like CalFresh by allowing clients to purchase fresh, healthful foods from local farmers at farmers' markets. A 2013 evaluation of the Market Match pilot program showed that it returned \$6 to California's economy for every dollar invested on average. In 2014, First 5 LA provided Market Match with a \$2.5 million grant that is expected to double the number of local markets participating in the program in L.A. County by 2018.

AB 1321 would expand the program statewide, to the benefit of California's low-income families. Financial obstacles limit low-income families' access to quality food, exerting a dramatic impact on health and increasing the risk of developing preventable chronic diseases, like diabetes. Good nutrition is especially crucial to the healthy development of young children.

On behalf of children and families in California, we thank you for your leadership in authoring AB 1321 and look forward to working with you and other supporters of this important legislation to ensure passage this year. If we can be of further assistance, please contact Tessa Charnofsky, Government Affairs Manager, at tcharnofsky@First5LA.org.

Sincerely,



Kim Belshé
 Executive Director

KB:rn

COMMISSIONERS

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EXECUTIVE DIRECTOR

Kim Belshé

CHIEF OPERATING OFFICER

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**First 5 LA
2015 Legislative Agenda**

Bill #	Author	Description	Additional Information
AB 74	Calderon	Makes every community care facility, residential care facilities for the elderly, child day care center, and family day care home subject to an annual unannounced visit by the State Department of Social Services requiring the department to conduct annual unannounced visits to no less than 20% of the facilities by requiring the department to conduct annual unannounced visits to no less than 30% of facilities.	• Potential to advance First 5 LA's priority related to early learning. • Supporters include: Advancement Project, California Alternative Payment Program Association (CAPPA), California Child Care Resource and Referral Network, Child Care Alliance of Los Angeles, First 5 Santa Clara, Special Needs Network. • 4/22: Referred to Appropriations Committee
AB 648	Low	Establishes the Virtual Dental Home (VDH) program to expand the virtual dental home model of community-based delivery of dental care to the residents of this state who are in greatest need. Authorizes the program administrator to encourage development and expansion of the delivery of dental health services in community clinics and school programs.	• Potential to support one of First 5 LA's current investments. • Supporters of the first VDH bill (AB 1174) included California Dental Association, Children Now, Community Clinic Association of LA, Delta Dental, Liberty Dental Plan, L.A. Chamber of Commerce, LAUSD. • 4/15: In Appropriations Committee Suspense File.
AB 1321	Ting	Establishes the Nutrition Incentive Matching Grant Program in the Office of Farm to Fork, and would create the Nutrition Incentive Matching Grant Account in the Farm to Fork Account to collect matching funds received from a specified federal grant program and funds from other public and private sources to provide grants under the Nutrition Incentive Matching Grant Program and to administer the Nutrition Incentive Matching Grant Program.	• Potential to support one of First 5 LA's current investments. • Supporters of the previous bill (AB 2385) included Roots of Change (sponsor), California Food Policy Advocates, California Partnership, Charles Drew University, Community Health Councils, Food Access Coalition, and others. • Assembly Agriculture Committee hearing on 4/29

141

**First 5 LA
2015 State Legislation To Monitor**

Bill #	Author	Description	Notes
<u>AB 47</u>	McCarty	State the intent of the Legislature that the state budget shall include an appropriation for the state preschool program sufficient to provide all children who are eligible for the program, and whose parents wish to enroll them, the opportunity to enroll in the program in the year before they enter kindergarten.	In Education Committee hearing on 4/29
<u>AB 762</u>	Mullin	Requires the department to adopt regulations, on or before January 1, 2018, to develop and implement a single integrated license for a day care center serving children from birth to kindergarten.	4/15: Referred to Appropriations Committee.
<u>AB 765</u>	Ridley-Thomas	Provides that the standard reimbursement rate is not intended to fund mandated costs imposed upon child development programs due to actions of law relating to minimum wage requirements, health insurance requirements, new or increased fees, new or expanded program requirements, or other cost increases due to legislative action. Also requires the standard reimbursement rate to be raised as needed to provide a living wage, reasonable health insurance, and retirement benefits for employees, to support the recruitment and retention of skilled and trained teachers, to support the financial stability of programs and educational quality, and to achieve gender pay equity.	
<u>AB 1161</u>	Olsen/Atkins	Authorizes until 2021 the DOE, as part of a pilot program, to accept any monetary contributions made to the California Preschool Investment Fund, which this bill would create, for purposes of preschool education. Requires the money in the fund to be used to, among other things, fund state preschools part of the California state preschool program located in one of the 5 participating counties, as provided. Requires participating counties to report to the DOE's Early Education & Support Division regarding the county's assessment of pilot program performance.	3/23: Referred to Revenue and Taxation Committee.
SB 23	Mitchell	Repeal the Maximum Family Grant (MFG) rule in the California Work Opportunities and Responsibility to Children (CalWORKs) program in order to provide for the basic needs of a newborn.	4/13: Placed on Senate Appropriations Suspense File. Supporters: Los Angeles County Board of Supervisors, CWDA (Co-Sponsor),

Bill #	Author	Description	Notes
			UDW/AFSCME Local 3930 (Co-Sponsor), Western Center on Law and Poverty (Co-Sponsor); Alameda County Board of Supervisors; California Black Health Network, California Labor Federation, California Partnership, California WIC Association, Child Care Law Center, Children Now; Children's Defense Fund – California, Courage Campaign, March of Dimes Foundation, California Chapter, Special Needs Network, Inc., United Ways of California Passed Human Services Committee on 3/24, 4-0. Referred to Appropriations Committee.
<u>SB 123</u>	Liu	Requires the Superintendent of Public Instruction to review and prepare specific recommendations relative to the administration and oversight of the School-Based Medi-Cal Administrative Activities Program; submit a report containing the specific recommendations to the Legislature and the Governor by July 1, 2016. The report must include, but not necessarily be limited to, an evaluation of specified entities, administrative structures, and information.	4/22: Re-referred to Senate Health Committee.
SB 277	Pan	Eliminate the exemption from immunization based upon personal beliefs. This bill would accept pupils in a home-based private school and students enrolled in an independent study pursuant to specified law.	4/22: Scheduled for Senate Judiciary on 4/28
<u>SB 548</u>	de Leon	Collective bargaining representation for family child care providers certified provider organization.	4/22: Re-referred to Labor & Industrial Relations Committee.

FIRST 5 LA

SUBJECT:

Public Hearing and Review of 2013-14 Annual Report from First 5 California

RECOMMENDATION:

It is recommended that the Board conduct a public hearing and take action to receive and file the First 5 California Annual Report.

BACKGROUND:

Proposition 10 imposes certain annual procedural requirements on each county commission as a condition to the continuing receipt of Proposition 10 tobacco tax funds. Those procedural conditions include the requirement that the Board hold public hearings at least annually to review First 5 California's Annual Report, First 5 LA's Strategic Plan, and First 5 LA's annual audit. This public hearing is intended to comply with the first requirement. The Board's review of the annual strategic plan was completed in November 2014 with the approval of the 2015-2020 Strategic Plan and the Board's review of the audit will occur after the end of the fiscal year when the audit is complete.

DISCUSSION:

First 5 California Annual Report

Pursuant to the requirements of Proposition 10, First 5 California has compiled its Annual Report for the 2013-14 year and distributed that report to county commissions for review in a public hearing. This report includes various First 5 LA program information presented to and approved by our Board of Commissioners last October. First 5 California's Annual Report is available on First 5 California's website (www.first5california.com/pdf/annual_report_pdfs/Annual_Report_13-14.pdf), along with previous reports. Staff recommends that the Board receive and file this report.

Once this matter is presented to the Board, staff will report First 5 LA's compliance with these requirements to First 5 California.



Building on the Momentum Surrounding Early Childhood Education

2013–14 | FIRST 5 CALIFORNIA ANNUAL REPORT



Our Mission

CONVENE, PARTNER IN, SUPPORT, AND HELP LEAD THE MOVEMENT TO CREATE AND IMPLEMENT A COMPREHENSIVE, INTEGRATED, AND COORDINATED SYSTEM FOR CALIFORNIA'S CHILDREN PRENATAL THROUGH 5 AND THEIR FAMILIES. PROMOTE, SUPPORT, AND OPTIMIZE EARLY CHILDHOOD DEVELOPMENT.



Building on the Momentum Surrounding Early Childhood Education

2013–14 | FIRST 5 CALIFORNIA ANNUAL REPORT

Building on the Momentum Surrounding Early Childhood Education

MESSAGE FROM THE EXECUTIVE DIRECTOR

California has long-recognized the importance of investing in the success of its youngest children. By passing Proposition 10 in 1998, Californians voiced their commitment to making this investment a high priority. First 5 California was established to improve the lives of newborns, infants, and toddlers. With its county partners, First 5 California's mission is to do everything in its power to advance the well-being of children ages 0 to 5.

This past year has seen unprecedented attention spotlighting the importance of early childhood education. The President, recognizing expanding access to high-quality early childhood education as “among the smartest investments that we can make,” has earmarked millions of dollars to increase early education funding. Likewise, former Secretary of State Hillary Clinton co-chairs a national organization whose mission is to improve the health and well-being of children ages 0 to 5 so that more of America's children will be prepared to succeed in the 21st century.

In its 2013–14 session, the California Legislature identified early education as one of its highest priority policy issues. Numerous bills were introduced to support and improve early childhood education opportunities in the state, including an ambitious attempt to expand the State's transitional kindergarten program to all 4-year-olds.

The Governor took notice, passing a budget that included the biggest investment in early education in at least a decade. Among other things, the State's budget included a \$50 million investment for quality improvement, and a one-time \$25 million allocation for preschool and transitional kindergarten teacher training.

First 5 California is perfectly poised to build on this momentum. Our recently approved Strategic Plan directs us to work with our Federal, State, local, private, and stakeholder partners to maximize our resources to better serve our target





population. We also have been tasked with supporting and strengthening our statewide efforts and initiatives to facilitate the creation of a seamless system of integrated and comprehensive programs and services.

In the last year, First 5 California has been an active convener, partner, participant, and advocate on early childhood issues at the Federal and State levels and with various stakeholder groups within California. During this process, First 5 California continually has emphasized its commitment to foster the ongoing conversation on these issues so they remain fresh and relevant.

For example, First 5 California is hosting the first Child Health, Education, and Care Summit in 2015, which will bring together eight State agencies that provide support and assistance to our youngest children and their families, with the goal of building powerful partnerships to maximize cross-agency efforts and outcomes.

Finally, First 5 California's recent media activity has helped reinforce with California's parents and caregivers the need to work with children as early as possible to support healthy brain development. For the first time in years, we launched a television and radio campaign, with the slogan *Talk.Read.Sing.SM: Your Words have the Power to Shape Their World*. This successful campaign culminated with First 5 California's radio spot receiving a 2014 Southern California Broadcasting Association Outstanding Achievement Award.

There has never been greater momentum than now for early education issues, and First 5 California looks forward to its continued and proactive involvement in this most noble crusade.

CAMILLE MABEN

EXECUTIVE DIRECTOR, FIRST 5 CALIFORNIA

Exhibits for Fiscal Year 2013–14

Exhibit 1:	First 5 California Commission Members FY 2013–14	7
Exhibit 2:	First 5 California Children and Families Commission Funds–Allocation of State Portion	8
Exhibit 3:	Total Numbers of Services Provided to Children Ages 0 to 5 and Adults in FY 2013–14 Across Result Areas	9
Exhibit 4:	Total Expenditures for Children Ages 0 to 5 and Adults Receiving Services in FY 2013–14 by Result Area	10
Exhibit 5:	Total Expenditures for Children Ages 0 to 5 and Adults Receiving Services in FY 2013–14 by Provider	10
Exhibit 6:	California Smokers’ Helpline–Education Level of Callers in FY 2013–14	20
Exhibit 7:	California Smokers’ Helpline–Race/Ethnicity of Callers in FY 2013–14	20
Exhibit 8:	Family Functioning–Total Numbers of Services Provided to Children Ages 0 to 5 and Adults in FY 2013–14 by Service.....	25
Exhibit 9:	Family Functioning–Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2013–14 by Service.....	26
Exhibit 10:	Family Functioning–Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2013–14 by Provider	26
Exhibit 11:	Child Development–Total Numbers of Services Provided to Children Ages 0 to 5 and Adults in FY 2013–14 by Service.....	26
Exhibit 12:	Child Development–Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2013–14 by Service.....	27
Exhibit 13:	Child Development–Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2013–14 by Provider	27
Exhibit 14:	Child Health–Total Numbers of Services Provided to Children Ages 0 to 5 and Adults in FY 2013–14 by Service.....	28
Exhibit 15:	Child Health–Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2013–14 by Service.....	28
Exhibit 16:	Child Health–Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2013–14 by Provider	29

Table of Contents

SUPPORTING HEALTHY DEVELOPMENT AND SCHOOL READINESS FOR YOUNG CHILDREN	6
Leadership: First 5 California	6
Strategic Plan	6
Structure: State and County	6
Partnerships: Working Together	7
Accountability: Funding and Audit Results	7
SERVING CALIFORNIA’S YOUNG CHILDREN, PARENTS, AND TEACHERS	9
Four Key Result Areas	9
CHILD DEVELOPMENT FOCUS	11
Child Signature Program	11
Early Education Effectiveness Exchange	15
Educare	15
Local Developmental Screenings and Services	16
Race to the Top–Early Learning Challenge	16
PARENT SUPPORT FOCUS	18
Hands-On Health Express	18
<i>Kit for New Parents</i>	19
Hands-On Health Express	19
Awarding-Winning Media Outreach: <i>Talk. Read. Sing.SM</i>	19
Tobacco Cessation	20
TEACHER EFFECTIVENESS FOCUS	22
Comprehensive Approaches to Raising Educational Standards Plus	22
FIRST 5 COUNTY COMMISSION PROGRAM RESULT AREAS	25
Improved Family Functioning	25
Improved Child Development	26
Improved Child Health	27
Improved Systems of Care	28
Summary	29
FIRST 5 COUNTY COMMISSION HIGHLIGHTS	30
APPENDIX A: FIRST 5 CALIFORNIA RESULT AREAS AND SERVICES	58
REFERENCES	60



Support Healthy Development and School Readiness for Young Children

LEADERSHIP: FIRST 5 CALIFORNIA

In 1998, California voters passed Proposition 10—the California Children and Families Act (the Act)—and declared the importance of investing in a better future for California’s youngest children. For the past 15 years, the California Children and Families Commission (First 5 California) has established quality standards and invested in the development of programs and services emphasizing improvement in early education, child care, social services, health care, research, and community awareness. The vision of First 5 California is for all of the state’s children to receive the best possible start in life and thrive.

STRATEGIC PLAN

The State Commission approved a new Strategic Plan for First 5 California in January 2014. The Strategic Plan serves as an important compass for the Commission’s deliberations to decide how best to plan future work, investments, and partnerships over

the next five years. For more information about the Strategic Plan, please go to http://www.ccfc.ca.gov/pdf/commission/resources/F5CA_Strategic_Plan.pdf.

STRUCTURE: STATE AND COUNTY

The Act established an independent seven-member State-level Commission appointed by the California Legislature and Governor, with a designee from Secretary of the California Health and Human Services Agency serving as an ex-officio member. The Commission appoints the First 5 California Executive Director; the current Executive Director is Camille Maben.

The Act also authorized the establishment of 58 First 5 county commissions and required that each develop and update a local strategic plan based on the assessed needs of children and families in the county. The members of each First 5 county commission are appointed by the county board of supervisors. Each county commission includes two members selected from county health and

local health-related service agencies, as well as one member of the appointing county board of supervisors. Members also can be selected from other child development organizations within the county.

First 5 California collects and reviews each county commission's annual report, and includes county-level data in this State-level annual report. First 5 California prepares guidelines to assist the county commissions in the preparation of their annual reports.

PARTNERSHIPS: WORKING TOGETHER

First 5 California works with First 5 county commissions to further the goals of the Act. Partnerships focus on implementation of Child, Parent, and Teacher Signature Programs; data collection and evaluation for Signature Programs; and continuous policy and program improvement for children and families. First 5 California provides technical assistance to First 5 county commissions in the areas of data collection, outreach, and Signature Program implementation.

In sum, while the Act directs the State and county commissions to achieve common goals and outcomes for children ages 0 to 5, it empowers each individual commission to develop its own strategic plan and programs to accomplish those goals according to the needs of local children and families. At the same time, as this report illustrates, First 5 California and the county commissions work as partners to implement the statewide Signature Programs and identify common policy goals.

ACCOUNTABILITY: FUNDING AND AUDIT RESULTS

Under the Act, the State Board of Equalization collects an excise tax levied on all tobacco products and deposits the revenue into the California Children and Families Trust Fund, allocating 20 percent to First 5 California and 80 percent to county commissions. In FY 2013–14, First 5 California received \$86.1 million and county commissions received \$344.4 million.

EXHIBIT

1:

FIRST 5 CALIFORNIA COMMISSION MEMBERS FY 2013–14

COMMISSION MEMBERS:

George Halvorson, Chair

Appointed by Governor

Joyce Iseri, Vice Chair

Appointed by Senate Rules Committee

Casey McKeever

Appointed by Senate Rules Committee

Conway Collis

Appointed by Speaker of the Assembly

Kathryn Icenhower

Appointed by Speaker of the Assembly

Magdalena Carrasco

Appointed by Governor

Muntu Davis

Appointed by Governor

EX-OFFICIO MEMBER:

Diana Dooley

Secretary of the California Health and Human Services Agency

Jim Suennen, Designee



The amount of funding allocated annually to each county commission is based on the annual number of births in the county relative to the total number in the state. Each county must prepare an annual independent audit subject to guidelines prepared by the State Controller's Office. The counties invest their dollars in locally designed programs, as well as in First 5 California's statewide Signature Programs as match funding. First 5 county commissions use their funds to support local programs in four result areas:

- Improved Family Functioning
- Improved Child Development
- Improved Child Health
- Improved Systems of Care

First 5 California's Administrative Services, Evaluation, Executive, and Program Management Divisions; and the Communications, Contracts and Procurement, and Information Technology Offices provide staff support for the following functions, operations, and systems:

- Fiscal management of the California Children and Families Trust Fund
- Tax revenue disbursements to county commissions
- Audits and annual fiscal reports
- Local agreement and program disbursement management
- Public education and outreach
- Evaluation of First 5 California programs
- Procurement and contract management
- Workforce recruitment and development
- Information technology
- Business services

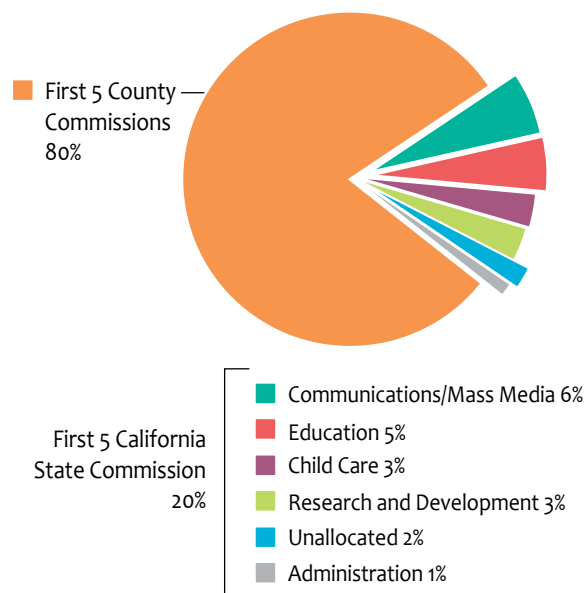
The administration of these and other programs is consistent with all applicable State and Federal laws, rules, and regulations.

The California Department of Finance, Office of State Audits and Evaluations, conducted an audit of the First 5 California financial records for FY 2013–14. Submitted in December 2014, this report on the California Children and Families Trust Fund was free of any negative findings.

Exhibit

2:

First 5 California Children and Families Commission Funds—Allocation of State Portion



Source: Health and Safety Code Section 130105

The State Controller's Office conducts an annual review of the 58 county commissions' independent audits. In October 2014, the Controller published its review of the counties' audits for FY 2012–13, summarizing several findings contained in the local audits, but did not deem any of them significant enough to withhold funding. The audit can be viewed on First 5 California's website at http://www.ccfc.ca.gov/commission/commission_annual_report.html.





Serving California's Young Children, Parents, and Teachers

FOUR KEY RESULT AREAS

First 5 California tracks progress in four key result areas to support evidence-based funding decisions, program planning, and policies:

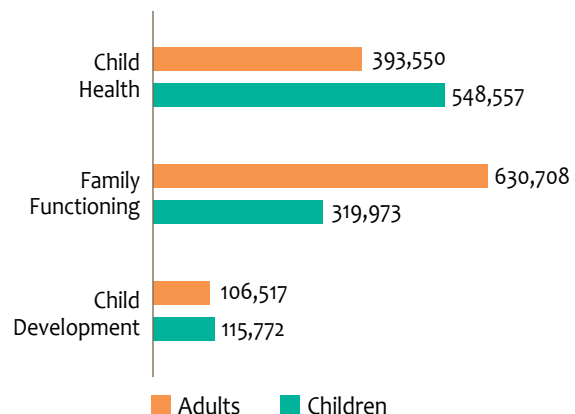
1. Improved Family Functioning
2. Improved Child Development
3. Improved Child Health
4. Improved Systems of Care

These result areas comprise a framework for reporting and assessing early childhood outcome data. Appendix A includes a complete description of the result areas and services for First 5 California and the 58 county commissions. This data reporting framework provides a statewide overview of number, type, and costs of services provided to children and adults for a particular fiscal year.

Stakeholders can use this information as one source to determine impact and resource allocation

from First 5 statewide. Exhibit 3 contains the total numbers of services provided to children ages 0 to 5 and adults in FY 2013–14 for Improved Family Functioning, Improved Child Development, and Improved Child Health.

Exhibit 3: Total Numbers of Services Provided to Children Ages 0 to 5 and Adults in FY 2013–14 Across Result Areas



Source: County Demographic Worksheet, November 2014

The total expenditures (\$489,044,045) for children ages 0 to 5 and adults receiving services in FY 2013–14 by result areas and providers are presented in Exhibits 4 and 5, respectively.

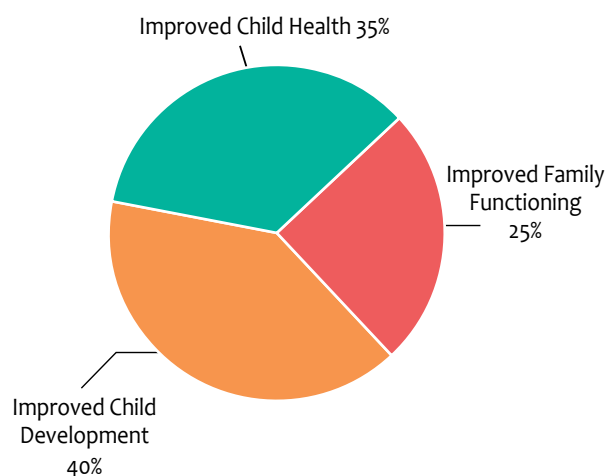
One result area, Improved Systems of Care, differs from the others; it consists of programs and initiatives that support program providers in the other three result areas. In FY 2013–14, 15 percent of expenditures went toward community strengthening efforts; 30 percent toward service, outreach, planning, support, and management; and 55 percent toward provider capacity building, training, and support.



Exhibit

4:

Total Expenditures for Children Ages 0 to 5 and Adults Receiving Services in FY 2013–14 by Result Area

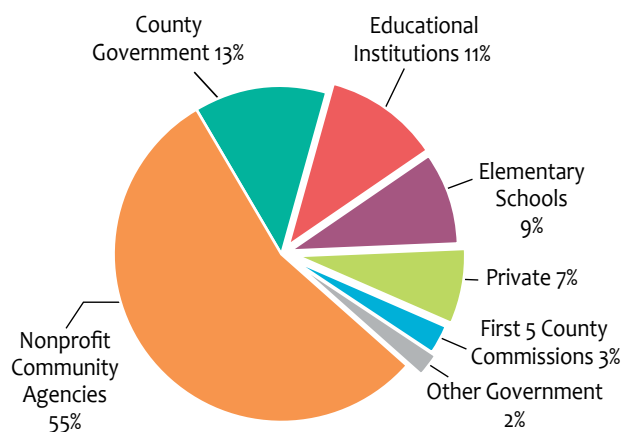


Source: County Revenue and Expenditure Summary, November 2014

Exhibit

5:

Total Expenditures for Children Ages 0 to 5 and Adults Receiving Services in FY 2013–14 by Provider



Source: County Revenue and Expenditure Summary, November 2014



Child Development Focus

The cornerstone of First 5 California's purpose is to invest in quality early learning programs. National research indicates high-quality early learning programs have a significant, positive impact on early childhood outcomes and at-risk children in cognitive, language, and social development.^{1,2} Decades of program evaluations show investments in high-quality early learning produce higher rates of return.

Effective early childhood programs generate benefits to society that far exceed program costs. Yet, nationally, many licensed facilities fail to meet or just barely meet the most basic guidelines for quality.

Approximately 50 percent of California's disadvantaged and at-risk 3- and 4-year-old children do not attend preschool, and even fewer attend high-quality preschools.³ High-quality early learning programs go beyond the basics to provide opportunities for evidence-based learning activities, along with the development of nurturing and supportive relationships with teachers and caregivers.

Scientific studies conclude high-quality early learning programs improve school readiness and lead to better academic achievement in elementary school.⁴ Cost-benefit and return on investment analyses demonstrate investments in high-quality early learning programs generate substantial social and economic payoffs by reducing persistent social costs, such as unemployment, drug or alcohol abuse, and crime.⁵

CHILD SIGNATURE PROGRAM

In October 2011, First 5 California launched the Child Signature Program (CSP) as a consolidation of the State Commission's previous early learning programs. The purpose of this three-year strategic program investment is to increase the quality of early learning and development programs across the state.

CSP works to invest in high-quality early learning that enhances the quality of care and education for young children. A growing body of research confirms

157

the importance of quality early learning experiences to effectively prepare young children not only for school, but for life.

The design of CSP integrates proven elements of other First 5 California-funded programs, selected core components of Educare (see page 15 for description of Educare), and continues to align with the California Department of Education Infant/Toddler and Preschool Learning Foundations and Frameworks. CSP was launched in three phases via three Requests for Application to First 5 county commissions.

Built primarily upon the prior success of Power of Preschool (PoP)⁶ program and First 5 California's current partnership with the Educare quality learning model, CSP was designed to increase the quality of early learning and development programs by implementing three research-based Program Elements:

- Instructional Strategies and Teacher-Child Interactions
- Social-Emotional Development
- Parent Involvement and Support

CSP classrooms implementing Quality Enhancements in all three Program Elements are referred to as Quality Enhancement (QE) classrooms. Classrooms not implementing the new CSP Quality Enhancements are referred to as Maintenance of Effort (MOE) Classrooms.

Analyzed in summer 2014, FY 2012–13 program data shows that CSP 1 served children at risk of school failure, especially children of low income families. Almost 80 percent of classrooms are either State Preschool or Head Start classrooms, programs that enroll children based on income-eligibility requirements. On average, classroom quality is high as evidenced by scores from the Environment Rating Scales (ERS) and Classroom Assessment Scoring System® (CLASS®) instruments. Most classrooms, whether QE or MOE, meet CSP program standards: ERS global scores of 5; and CLASS domain scores of 5 for Emotional Support, 3 for Classroom Organization, and 2.75 for Instructional Support, thresholds of quality that have been shown to impact child outcomes. Furthermore,

teachers in both QE and MOE classrooms report their children make developmental gains as assessed by the Desired Result Developmental Profile (DRDP 2010) observational tool. Teachers of children in QE classrooms report greater gains than teachers of children in MOE classrooms.

Launched in 2012, CSP 2 focuses on providing quality improvement support through training and technical assistance to centers and classrooms in an effort to bring them up to the quality levels of classrooms participating in CSP 1. In 2012–13, every center and classroom in the 34 CSP 2 counties completed a Readiness Assessment (RA) and collected baseline data to determine levels of strength and identify areas for improvement. The Early Learning Systems Specialist (ELSS), a required position funded through the CSP 2, is responsible for providing support to classrooms and sites in all aspects of the program.

In 2013–14, with assistance from the ELSSs, every classroom and some sites used the RA results to complete an Improvement Plan (IP). The IP identifies priority areas for program improvement efforts. The ELSSs assisted in the development of the IPs and the coordination and facilitation of training, technical assistance, and other support to classrooms and sites to facilitate quality improvements identified in the IPs.

Launched in spring 2013, CSP 3 allowed CSP 2 counties not currently participating in CSP 1 to apply for two years of Quality Enhancement funding for classrooms that met Teacher/Provider Qualifications at the First 5 Quality Level and CSP Baseline Criteria. All classrooms qualifying for CSP 3 became QE classrooms. The purpose of CSP 3 is similar to that of CSP 1 in terms of Quality Enhancements for qualifying classrooms. Thirty-three classrooms serving 705 children from Orange County and one classroom with 8 infants in San Mateo County were awarded funding for CSP 3. Both counties have found CSP is constantly evolving and improving with continuous support for staff, coordinated services for families and children, and strong local partnerships.

During FY 2013–14, CSP 1 and 3 included 1,289 classrooms serving nearly 25,000 children. These classrooms consisted of 3 percent children with

special needs, 1 percent infants, 3 percent toddlers, and 57 percent dual language learners.

A Child Signature Program 1 Example—Ventura County

First 5 Ventura County created a seamless Quality Rating and Improvement System (QRIS) initiative in partnership with the Ventura County Office of Education (VCOE). Ventura County's QRIS is anchored in a five-tier matrix and uses First 5 Ventura County, CSP, Comprehensive Approaches to Raising Educational Standards (CARES) Plus, AB212, and the federal Race to the Top-Early Learning Challenge (RTT-ELC) grant funding streams to support quality improvement. First 5 Ventura County, one of the original PoP counties, continued to increase quality in early learning programs by participating in CSP. Ventura has a total of 28 CSP classrooms, one QE classroom, and 27 MOE classrooms.

Two successful strategies for continuous program quality improvement in CSP have been on-site training and developmental screenings. On-site

training is provided for teaching teams or small groups of teachers, and is customized to meet their needs. In such a small group setting, classroom staff tends to be less inhibited and feels more comfortable asking questions or raising concerns. The second strategy has been to ensure developmental screenings are conducted in all classrooms with the support of *Help Me Grow*, a system that builds collaboration across sectors, including child health care, early care and education, and family support. The collaboration includes the Ventura County Public Health Department and the CSP-Funded Early Education Experts (EEEs)/Technical Assistance Specialists.

A main challenge for First 5 Ventura County CSP classrooms has been recruiting and retaining Bachelor of Arts/Bachelor of Science degree teachers. Site administrators have taken different approaches to incentivize teachers, including motivating teachers by providing stipends for completing course work with a grade "C" or better, and incentives for teachers who have higher degrees.



For example, one administrator who operates twelve CSP 1 classrooms provides stipends to teachers who complete course work related to child development or degree attainment in child development. In addition, 135 teachers have obtained an Associate of Arts or Bachelor of Arts degree through the CARES Plus/AB212 Stipend Project since degree attainment has become the focus. VCOE has implemented creative strategies for supporting students, including contracting with a math tutor to assist them if they are struggling with math.

First 5 Ventura County's integrated system of services has been built on a strong foundation of collaboration with county agencies/partners.

A Child Signature Program 2 Example—Tuolumne and Amador County Consortium

During FY 2013–14, the CSP 2 Tuolumne and Amador County Consortium experienced noteworthy accomplishments.

In March 2014, the twelve CSP 2 preschool and toddler classrooms were involved in a Head Start federal review. Results from the review revealed 100 percent of the nine preschool classrooms assessed improved significantly, raising CLASS® scores in the Instructional Support domain from an average score of 2 to 4.5. The overall CLASS scores were the highest for a Head Start federal review in Head Start Region IX (Arizona, California, Nevada, Hawaii and the Outer Pacific Islands) and in the top 10 percent in the nation.

This remarkable progress was accomplished through the combined efforts of strong leadership, engaged staff, high-quality teacher coaching and CLASS training supported by First 5 California's CARES Plus program. The CSP 2 ELSSs played a key role in leveraging and coordinating staff resources and materials. The ELSSs provided enhance math and science focused materials, instruction, training, and expanded coaching, which ultimately enhanced teacher effectiveness and raised CLASS scores.

A Child Signature Program 3 Example—Orange County

Another county that integrates CSP, CARES Plus, RTT-ELC grant, local First 5, and First 5 California funding is the Children and Families Commission of Orange County. The county commission applied

for CSP 3 and received funding for 33 qualifying classrooms—29 preschool and 4 infant/toddlers. All classrooms through the QRIS matrix have received either a four- or five- star quality rating. CSP 3 directors and teachers have developed and implemented a continuous quality improvement plan with the EEs utilizing both the RTT-ELC Quality Continuum Framework-Hybrid Rating Matrix and Continuous Quality Improvement Pathways documents.

The Children and Families Commission of Orange County and community partners have developed CSP 3 to include a wide range of direct services, such as case management for children, parent education and coaching, home visitation, mental health resources, physical health, and nutritional support. CSP 3 will provide services to approximately 750 families and more than 70 early educators. Key partners include the Orange County Commission-funded Early Learning Specialists, School Readiness Nurses, the Orange County Department of Education, and the Center for Autism and Neurodevelopmental Programs.

The strength of the program is the additional support of CSP-funded staff, including mental health specialists, family support specialists, a nutrition/physical activity coach, and a dietician. Parent involvement in these classrooms is high. Parents are offered workshops, volunteer opportunities, and, at some sites, English-as-a-Second-Language and parenting classes. There is a strong collaboration with the K-12 classrooms. CSP preschool teachers work closely with the transitional kindergarten and kindergarten teachers.

The county's CSP has addressed the challenge of a lack of available qualified substitute preschool teachers. This has caused difficulty for coaches trying to schedule classroom visits with teachers. A solution has been to schedule lunch and afternoon appointments with teachers, and to offer teachers a stipend to meet with the coach after hours.

The Children and Families Commission of Orange County continues to partner with other county funding organizations to provide seed money that is leveraged through matching funds to produce a greater impact for their children ages 0 to 5 in programs such as CSP.

EARLY EDUCATION EFFECTIVENESS EXCHANGE

First 5 California's Early Education Effectiveness Exchange (E4) serves as the primary statewide resource designed to facilitate quality improvement in early learning centers and classrooms participating in any of the three Child Signature Programs. First 5 California selected WestEd Center for Child and Family Studies to implement the E4 from July 1, 2013, through June 30, 2015. The E4 was created to provide quality enhancement training and technical assistance to CSP county, site, and classroom staff to implement the requirements of CSP.

In its first year of implementation, the E4 has assisted CSP 2-funded Early Learning System Specialists (ELSS) in the development of classroom and site Improvement Plans (IPs) based on their Readiness Assessment results. A web-based application developed by E4 tracks and monitors progress toward quality improvement goals. Based on the needs and goals of classrooms identified in the IPs, the E4 has provided ongoing training and technical assistance through a system of Training and Technical Assistance Coordinators (TTACs) assigned to each E4 region.

E4 also planned and facilitated quarterly regional meetings and a statewide annual meeting. The meetings provided CSP county staff with training by subject matter experts and opportunities for networking. The first annual CSP meeting was held in San Diego on February 26, 2014. Participants recorded high ratings in their evaluations of the meeting.

In addition, E4 created and continues to maintain an interactive website that includes a resource center, document library, calendar of events, CSP user community forum, partner information, and other resources. The website was launched at the first CSP annual meeting. The website was designed to provide CSP participants and other early childhood educators the ability to engage in topic-specific discussion, network with others, access customized teaching and learning resources, and more importantly, improve classroom experiences for children.

EDUCARE

Ongoing research consistently demonstrates poverty and economic stress can threaten a child's cognitive development and ability to learn. California children in low-income families typically enter kindergarten 12 to 14 months behind the national average in pre-reading and language skills⁷, and in 2013, 25 percent of children age 0 to 5 were living in families with incomes below the federal poverty level.⁸ A study conducted by the Frank Porter Graham Child Development Institute at the University of North Carolina at Chapel Hill indicates low-income children (including children with limited proficiency in English) who enroll in an Educare program as infants or toddlers enter kindergarten with skills on par with their middle-income peers.⁹

Educare promotes school readiness by implementing programs designed to reduce the achievement gap for disadvantaged children ages 0 to 5 who are less likely to attend high-quality preschool programs, if they attend preschool at all. The Educare model also strengthens the abilities of parents to support their children's learning when they enter school. Nationally, the Educare Learning Network consists of 20 Educare centers in more than a dozen states as the result of a partnership that includes the Ounce of Prevention Fund and the Buffet Early Childhood Fund, along with other national philanthropic organizations and public-private groups.¹⁰

Based on the success of Educare, the State Commission approved First 5 California as a public partner in the public-private funding to implement an Educare Quality Early Learning Model in Santa Clara and Los Angeles counties, beginning Fiscal Year 2011–12. In January 2014, the State Commission approved an extension of the funds for an additional three years through June 2017.

On September 17, 2013, a partnership of business, education, and non-profit leaders, including First 5 Santa Clara, the Silicon Valley Leadership Group, the Santa Clara County Office of Education, the Franklin-McKinley School District, and the Health Trust, marked the beginning of an effort to raise the remaining \$3 million necessary to build the Educare

center at Santee Elementary School in San Jose. On June 5, 2014, a groundbreaking ceremony was held and construction of the 35,000 square foot Educare center began. When completed in spring 2015, the state-of-the-art facility will provide infant through preschool early learning services to families, as well as training for educators.”

Educare is a research-based program that serves at-risk children ages 0 to 5 through a coast-to-coast network of state-of-the-art, full-day, year-round schools funded through an innovative partnership between the public and private sectors. Each Educare school embraces a community’s most vulnerable children with programming and instructional support that develop early skills and nurture the strong parent-child relationships that create the foundation for successful learning and ensures the school readiness of children most at risk for academic failure.



LOCAL DEVELOPMENTAL SCREENINGS AND SERVICES

Significant developmental disparities exist among children ages 0 to 5 across California. Such an early readiness gap threatens later learning, development, and health. The Act was intended to create programs that support disadvantaged children in California and to overcome the socioeconomic barriers that limit children’s opportunities for success.

Since 1998, First 5 California and county commissions have actively promoted screenings and assessments that help identify critical issues for children with special needs. When identified and addressed early, these issues are less likely to hinder children’s chances for success in school and beyond.

During FY 2013–14, First 5 California focused on screening by providing leadership at the State level

and support locally. First 5 California held a leadership role in the Statewide Screening Collaborative (SSC), a group consisting of multiple State agencies including Public Health and Developmental Services, and stakeholder organizations such as the American Academy of Pediatrics and Kaiser Permanente. First 5 California served on the planning team for SSC and led a work group focused on developmental screening and follow-up activities in the early learning field.

In addition, through First 5 California’s role in implementing the RTT–ELC grant, support was provided to participating counties on screening and follow-up in early learning settings, specifically around use of the Ages and Stages Questionnaire, a valid and reliable screening tool for early childhood development.

RACE TO THE TOP–EARLY LEARNING CHALLENGE

A robust body of research demonstrates that high-quality early learning and development programs can improve young children’s health, social, emotional, and cognitive outcomes; enhance school readiness; and help close the wide school readiness gap. Based on this research, the U.S. Departments of Education and Health and Human Services released the RTT–ELC application on August 23, 2011. A total of 37 RTT–ELC grant applications were submitted and California was one of nine winning states. California requested \$100 million and was awarded \$75 million with a grant period from January 1, 2012, to December 31, 2015. The Governor appointed the California Department of Education (CDE) as the lead fiscal agency. As a participating State agency and co-member with CDE of the RTT–ELC State Implementation Team, First 5 California provides leadership, technical assistance, evaluation, and administrative support for the RTT–ELC grant. Other participating State agencies include the California Departments of Developmental Services, Public Health, and Social Services, and the State Board of Education.

The objective of the RTT–ELC program is to improve the quality of early learning programs and close the achievement gap for children with high needs, defined in the federal application as: Children

from birth through kindergarten entry who are from low-income families or otherwise in need of special assistance and support, including children who have disabilities or developmental delays; who are English learners; who reside on “Indian lands” as that term is defined by section 8013(6) of the Elementary and Secondary Education Act; who are migrant, homeless, or in foster care; and other children as identified by the State.

To address this school readiness gap, the grant identified high priorities for both strengthening the quality of early learning and development programs and increasing access to them, especially for children with high needs. The RTT–ELC is organized around five key areas of reform:

1. Successful State Systems
2. High-Quality, Accountable Programs
3. Promoting Early Learning Development Outcomes for Children
4. A Great Early Childhood Education Workforce
5. Measuring Outcomes and Progress

California’s RTT–ELC grant incorporates a unique approach that builds upon California’s local and statewide successes to create sustainable capacity at the local level to meet the needs of our early learners (from birth to age five), with a focus on those of greatest need. Approximately 77 percent of California’s RTT–ELC total grant funding is spent at the local level to support a voluntary network of early learning programs. Each county in the network, known as the Regional Leadership Consortia (Consortia), is led by an established organization already operating or developing a Tiered Quality Rating and Improvement System (TQRIS).

The original Consortia includes 17 members in 16 counties (Alameda, Contra Costa, El Dorado, Fresno, Los Angeles, Merced, Orange, Sacramento, San Diego, San Francisco, San Joaquin, Santa Barbara, Santa Clara, Santa Cruz, Ventura, and Yolo). In 2013, the Consortia served 1009 early learning sites and 39,601 children.

In 2014, California allocated supplemental federal funds to the Consortia to serve as mentors to new

counties in implementing the RTT–ELC TQRIS.

Fourteen new counties were added, bringing the total number of counties participating in RTT–ELC to 30. These “mentee” counties are Imperial, Kern, Kings, Madera, Mariposa, Nevada, Placer, Riverside, San Bernardino, San Luis Obispo, San Mateo, Sierra, Stanislaus, and Tulare.

In addition, California is using a portion of the RTT–ELC grant funding to make several one-time investments in State capacity via ten projects, as well as an evaluation to validate the effectiveness of the Consortia TQRISs and the three common tiers across them. The end goal that unites the Consortia and the State’s one-time investment activities is to ensure children in California have access to high-quality programs so they thrive in their early learning settings and succeed in kindergarten and beyond.

One of the State-level projects is focused on the development of an Assessor Management System (AMS) to support the implementation of the RTT–ELC TQRIS in each Consortium. CDE is contracting with First 5 California to build and manage the AMS to assist in increasing the cadre of site assessors and providing reliability checks to ensure each site is being assessed to the same rigor, both on a Consortia-wide and local level. The AMS will support the Consortia in maintaining an appropriate degree of rigor in their rating processes and ensure each consortium has a comprehensive system for rating and monitoring that meets a high standard for inter-rater reliability in relation to application of the common elements and utilization of common tools and resources.

The RTT–ELC Implementation Team is working together with the American Institutes for Research on an evaluation of the TQRIS. The researchers are working together with a sample of consortia to study how successfully the TQRIS measures early learning program quality, possible alternative rating approaches, and how TQRIS ratings predict child learning and development outcomes. Additionally, this evaluation will inform policymakers on a link between quality improvement strategies and changes in program or workforce quality, and describe RTT–ELC implementation processes. Evaluation results are due in 2015.



Parent Support Focus

A parent is a child's first teacher. The more information and support parents have to strengthen their own family's success and resilience, the more likely young children will learn the habits they need to be self-assured and ready to learn when they get to school. First 5 California assists families by offering information, support, guidance, and referrals through its Parent Signature Program.

The importance of child health for school readiness and early elementary success is well established. Children's overall health can make a difference in how well they will do in school. A child who is ill, has undiagnosed visual or hearing problems, developmental delays, or neglected dental disease might miss class, struggle in school, and even have learning problems. The alarming rate of childhood obesity is particularly severe in California—the Centers for Disease Control reports that 15 to 20 percent of low-income preschoolers in the state are obese.¹² The accompanying risk of current and chronic disease among at-risk young children further stunts their ability to achieve their maximum potential in

school. The Parent Signature Program strives to provide parents with the information, resources, and advice that can help them raise healthier children.

The Parent Signature Program provides public education, information, and support to parents in both traditional and new ways, including print media, television and radio, social media, and other messaging in six languages, reflecting the rich diversity of California.

HANDS-ON HEALTH EXPRESS

As part of its comprehensive outreach campaign that seeks to reach families in their homes and where they go, First 5 California takes its show on the road with its Hands-On Health Express—a colorful van filled with information and engaging activities. The Hands-On Health Express features “Edutainers” who educate parents and entertain children in a traveling interactive exhibit. “Edutainers” teach families how to incorporate fresh foods and physical activity, and

talking, reading, and singing into their everyday lives. In FY 2013–14, the exhibit traveled to more than 135 schools, community festivals, county fairs, and other family-oriented events, making appearances in even the smallest rural communities and directly engaging with more than 134,972 people who walked away with helpful First 5 resources.

KIT FOR NEW PARENTS

First 5 California's award-winning *Kit for New Parents* is the flagship project of its Parent Signature Program. The *Kit* targets hard-to-reach and low-income populations, providing information and tips for first-time parents, grandparents, and caregivers.

Since 2001, First 5 California has distributed the *Kit* free-of-charge to local hospitals, physicians, and community groups to reach new parents. The *Kits* are available in English, Spanish, Cantonese, Korean, Mandarin, and Vietnamese, and include a practical guide for the first five years, a health handbook, an early brain development tips card, and other important information on literacy and learning, child safety, developmental milestones, finding quality child care, and more. County commissions are encouraged to add local references and resources to the *Kit* to help steer parents to services in their own community.

To date, 4.5 million *Kits* have been distributed throughout California since 2001, with 210,645 being distributed this fiscal year alone.

AWARD-WINNING MEDIA CAMPAIGN: TALK.READ.SING.SM

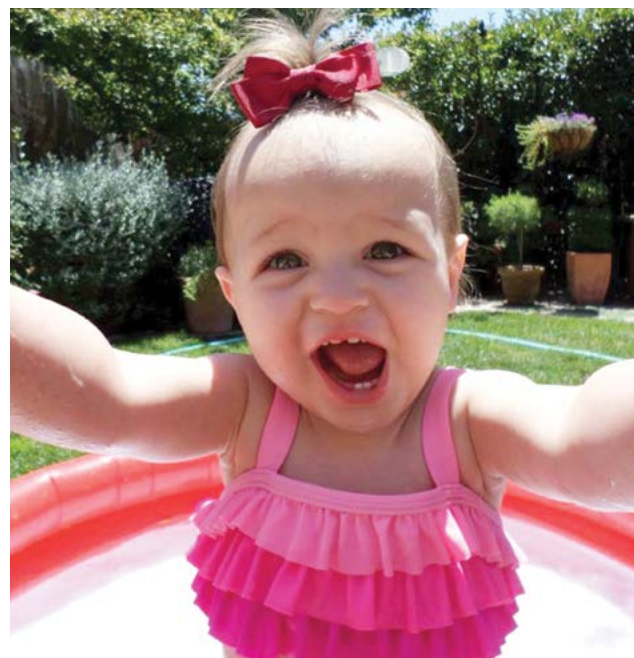
In the wake of compelling research on the importance of early brain development for children ages 0 to 5, First 5 California launched its highly successful media campaign, *Talk.Read.Sing.SM* in March of 2014. The campaign encourages parents and caregivers to talk, read, and sing to babies and toddlers from the day they are born to aid in brain development, build vocabulary, and help form the brain connections that will determine how they learn, think, and grow. The campaign was recognized by the Southern California Broadcasters Association, which awarded

First 5 California a 2014 "Outstanding Achievement in Radio Advertising Award;" this award is given to a radio campaign that exemplifies creative use of radio's digital platforms to reach an audience in a 24/7 environment. The *Talk.Read.Sing.SM* campaign has resulted in hundreds of thousands of YouTube views. In the first four months following the launch, it brought in more than 36,000 new Facebook fans and nearly 73 million total impressions from content associated with the First 5 California Facebook page. Add to those 600 new Twitter followers and more than 608,000 total impressions from content associated with our Twitter page. The campaign continues to spread the First 5 California message and make a difference in thousands of young lives.

PARENT EDUCATION WEBSITE

Yet another key component of the Parent Signature Program is First 5 California's Parent Education Website, which features practical advice for parents with a focus on accessible information based on early childhood best practices and research.

According to a recent Public Policy Institute of California study, Californians of all ethnicities have dramatically increased their access to the Internet via a smart phone or cell phone.¹³



Since its launch in 2009, the Parent Education website (www.first5california.com/parents) has received more than three million visits. Relaunched with a new design in May 2014, the site has generated more than 1.4 million hits. The site covers health, education, literacy, and brain development, smoking cessation, and more. The content and usefulness of the site is tested regularly with focus groups to ensure the most engaging and useful information is available for families. Parents can download information and view videos and government public service announcements, as well as examples of brain development activities for parents and children. The most recent videos contain information on healthy beverages, nutrition, physical activity, and language development.

The website also links to its social media tools, including Facebook and Twitter. As of June 30, 2014, the First 5 California Facebook page had more than 212,500 “likes” and generated a total of 556,828 post likes, comments, and shares. Its Twitter account has more than 17,155 followers who receive daily bits of information about early childhood development and wellness that parents, care providers, and teachers can use to improve or inspire their relationship with young children. In March 2014, First 5 California

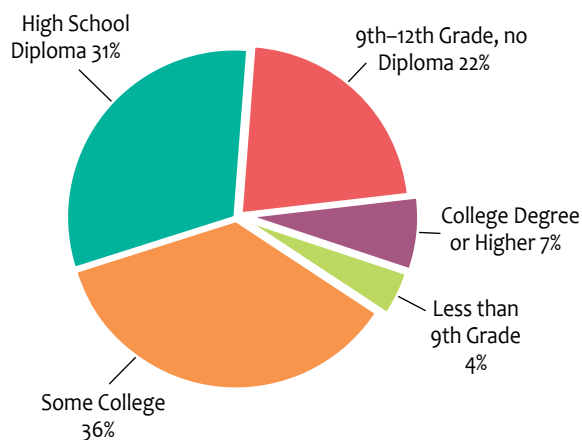
launched a hashtag campaign (#talkreading) that reached a potential 12.3 million people through Twitter and Instagram posts and re-posts.

TOBACCO CESSATION

Through First 5 California’s investment in the California Smokers’ Helpline, parents and caregivers are provided information and tools to help them quit smoking and the use of other tobacco products—especially around children or while pregnant. Parental smoking and secondhand smoke exposure have been linked to a range of ailments in babies and young children, including asthma, ear infections, pneumonia, bronchitis, and Sudden Infant Death Syndrome (SIDS). To reduce the incidence of these health problems, and to help smokers quit, in FY 2013–14, First 5 California supported the California Smokers’ Helpline with \$1.4 million for tobacco cessation services for parents and caregivers of young children, as well as for the training of child care providers, pre-school teachers, and pediatric health care providers.

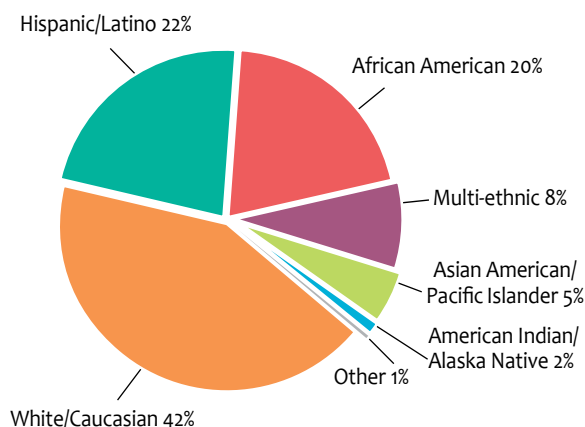
The toll-free Helpline (1-800-NO-BUTTS) provides one-on-one telephone counseling, self-help materials, and referrals to local resources. Its counselors follow

Exhibit 6: California Smokers’ Helpline—Education Level of Callers in FY 2013–14



Source: First 5 California

Exhibit 7: California Smokers’ Helpline—Race/Ethnicity of Callers in FY 2013–14



Source: First 5 California



scientifically proven protocols to double the rate of successful long-term quitting. Counselors and callers work together to develop a plan to quit, and continued interaction during the quitting process increases the likelihood of long-term success. Services are provided in English, Spanish, Mandarin, Cantonese, Korean, and Vietnamese.

In FY 2013–14, First 5 California’s investment provided Helpline services for a total of 6,531 participants, including 439 pregnant smokers and 6,269 tobacco-using parents or caregivers of children ages 0 to 5. (Note: 177 were both pregnant and had a child 0 to 5.) Tobacco users with less education or of ethnic minority background were well represented among Helpline callers. See Exhibits 6 and 7 for breakdowns by education and race/ethnicity, respectively.

The online tobacco training modules, *“Kids and Smoke Don’t Mix”* and *“Los Niños y el Humo no se Mezclan,”* continue to be used by First 5 California Signature Program participants. The modules give child care providers, preschool teachers, classroom staff, and others who work with children the knowledge and skills they need to encourage smoking parents and caregivers to quit, refer them to the Helpline for counseling, and protect children

from secondhand smoke. In FY 2013–14, a total of 4,377 individuals from 46 counties completed the online training.

Additionally this year, a new effort was supported by First 5 California—the Clinical Effort Against Secondhand Smoke Exposure (CEASE) California project. CEASE began training pediatric practices to screen patients for secondhand smoke exposure and help their smoking parents quit. In FY 2013–14, pediatric care providers at 41 clinic sites across the state were trained to identify and intervene with smoking parents, including prescribing quitting aids and referring them to the Helpline.

CEASE was met with overwhelming success as evidenced by the response from pediatric care providers. “Two days after the training, I was able to put my new skills to use. A mother of a child with asthma asked me what she could do to make her child’s asthma better. Now, instead of just telling her to quit smoking, I was able to tell her, ‘I can help you do this for your son and yourself.’ I gave her instructions and a prescription for nicotine patches and the 1-800-NO-BUTTS to help walk her through it. Took only 2 minutes!” (Erin Fortune, MD, Pediatrician, Logan Heights Family Health Center, San Diego).



Teacher Effectiveness Focus

Teacher quality is a powerful contributor to children's learning and success. Children are supported and developed through rich teacher-child interactions with educators who have the knowledge and skills to identify and support the needs of specific groups of children, including dual language learners. Research shows early childhood educators with higher educational levels and specialized training have higher quality interactions with children and result in positive effects on learning.^{14,15} Teacher quality is so critical that a growing number of states and federal programs have mandated early childhood educators to attain more professional development and training in the field.

High-quality programs that train and retain qualified early learning educators create learning environments that stimulate and support children through formative developmental stages. One study indicates only 13 percent of California's low-income children are in high-quality early learning programs that support advanced thinking skills and language development.¹⁶

COMPREHENSIVE APPROACHES TO RAISING EDUCATIONAL STANDARDS PLUS

The Comprehensive Approaches to Raising Educational Standards (CARES) Plus program is First 5 California's Teacher Signature Program. Launched in 2010, it is designed to increase the quality of early learning programs for children ages 0 to 5 by supporting the professional development of the early learning workforce. CARES Plus is an enhancement of the original CARES program (2000–08) that gained national recognition during its tenure from Head Start, Zero to Three, and the Center for Law and Social Policy.

CARES Plus offers quality professional development opportunities in both English and Spanish for early childhood educators. Some support services are provided in other languages as well. These opportunities include access to community college courses, online best practice learning sessions, a video library, one-on-one coaching, and

at least two sessions with a professional growth advisor. The goals of CARES Plus are to:

- Improve the effectiveness of the early learning workforce
- Positively impact the learning and developmental outcomes of young children
- Reduce turnover among the early learning workforce
- Increase retention of the early learning workforce

Through CARES Plus, First 5 California has incorporated the Classroom Assessment Scoring System® (CLASS®). The following validated professional development tools and training, developed by the University of Virginia, are available to CARES Plus participants:

- The CLASS Observation Tool—an assessment that focuses on the effectiveness of classroom interactions among teachers and children, using a common language and lens to evaluate the quality and improvement of those interactions
- Introduction to the CLASS Tool—an online, two-hour interactive course to gain an understanding of the CLASS framework
- Looking at CLASSrooms—a self-paced directed study using exemplar videos to focus on identifying and analyzing effective teacher-child interactions
- MyTeachingPartner™ (MTP™)—an evidence-based professional development tool focused on improving classroom interactions through intensive one-on-one coaching, classroom observation, and reflective analysis of teaching practice

In addition to the professional development tools and activities listed above, all CARES Plus participants are required to complete a one-hour online tobacco training module titled *Kids and Smoke Don't Mix: A Tobacco Training for Child Care Providers and Preschool Teachers*. Stipends are provided to participants who complete the professional development requirements to encourage workforce retention.

CARES PLUS EVALUATION RESULTS

Evaluation of the CARES Plus program indicates the program is highly valued by teachers who participated in different program components and that training was associated with improved quality of teacher-child interactions. Among participants surveyed during FY 2013–14, 86 percent found the training to be very useful for their professional development, 77 percent felt the training very much helped them become better teachers, 81 percent thought the program would help them continue in early childhood education, and 90 percent believed their CARES Plus experience would have a very positive effect on children in their care. Analysis of CLASS® observation data for FY 2011–12 and FY 2012–13 showed participation in Components A and B was associated with improvements in the CLASS domains of Emotional Support and Classroom Organization, while Component D (MTP) was associated with improvements in the domains of Classroom Organization and Instructional Support.

EXAMPLE PROGRAMS

CARES Plus County Example—San Bernardino

The San Bernardino County CARES Plus Program (SBCCPP) covers an area of over 20,000 square miles. San Bernardino is the largest county in the United States. SBCCPP uses teleconference calls and webinars to communicate with local community partners, CARES Plus participants, and stakeholders who are vital to the local program success. This approach is especially useful for CARES Plus participants living in Needles, a town located approximately four hours from the city of San Bernardino.

SBCCPP is participating in all CARES Plus Components (A, B, C, and D). The CARES Plus program falls under the purview of the Local Child Care Planning Council, which voted in FY 2012–13 to blend the CARES Plus and AB 212 programs for the three-year funding period. The required matching funds for SBCCPP are provided by First 5 San Bernardino, which has been supportive through auditing program compliance and attending

orientations, as well as extending an open invitation to use its services and staff support.

There are over 700 CARES Plus participants in San Bernardino County. The local program priority is to incentivize and motivate teachers to obtain their Bachelors of Arts Degree and/or obtain, renew, or upgrade their Child Development Teaching Permit.

The participants bring unique child development experiences, a broad spectrum of native languages, and a wide range of unique philosophies and curricula to diverse settings including, center-based, family child care homes, and private agencies.

The unifying force among these curricula is the CLASS. The county requires each participant to create a Professional Development Plan and choose at least two CLASS Dimensions/Behavior Markers as areas for a participant's improvement. Additionally, each participant is required to complete a "reflection" form, which is designed to encourage an introspective look at one's own teaching practices

and explore ways to infuse learned principles into daily classroom activities. All Component A and B participants must complete the form and share it with their Component C Advisor before implementation and then again (at least 30 days later) to discuss successes and challenges.

The SBCCPP is proud of the accomplishments of their participants.

A CARES Plus County Example—Mono and Alpine

Mono and Alpine counties formed a CARES Plus consortium to offer all child care providers in both counties access to the First 5 California-supported quality improvement program. Due to the rural nature of both counties, participants are eager to participate and consistently express their thanks for the support and access to scarce training opportunities. In FY 2013–14, the CARES Coordinator served as the advisor for all Mono County participants and personally supported each provider. The Coordinator worked closely with a local non-profit organization, Inyo Mono Advocates for Community Action (IMACA), which administers the AB 212 program to streamline training opportunities.

Approximately 50 percent of the licensed providers in Mono County are native Spanish speakers, so the Mono/Alpine CARES Plus program focuses on recruitment and retention of Spanish-speaking providers. The Mono/Alpine consortium successfully meets this need by hiring a Spanish-speaking CARES Coordinator who provides in-person training in Spanish to assist in the completion of the CARES Plus requirements. Many of the Spanish-speaking providers have participated in professional development for many years.

In partnership with IMACA and the Local Child Care Planning Council, the Mono/Alpine CARES Plus program provides an appreciation day at the end of the year that includes a motivational speaker and provides a meaningful opportunity to thank providers for the services they bring to families.





First 5 County Commission Program Result Areas

First 5 county commissions are required to report annual expenditure and service data on their programs to First 5 California. First 5 California adopted guidelines to standardize data collection. Counties report program service data under four result areas: Improved Family Functioning, Improved Child Development, Improved Child Health, and Improved Systems of Care (see Appendix A). These data are presented below and have been aggregated to the State level. Data reported are from programs that are funded by both local and State First 5 funds.

IMPROVED FAMILY FUNCTIONING

Family Functioning services provide parents, families, and communities with timely, relevant, and culturally appropriate information, services, and support. Services include:

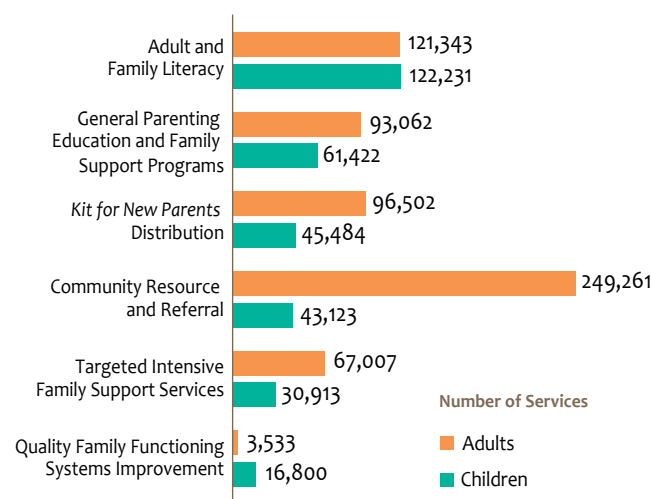
- Increasing parent education and literacy
- Providing referrals to community resources
- Supplying basic needs such as food and clothing

In FY 2013–14, First 5 California provided 319,973 services to improve family functioning to children ages 0 to 5 and 630,708 services to parents, guardians, primary caregivers, relatives, and providers.

Exhibit 8 displays the numbers of services provided to children ages 0 to 5 and parents, guardians, primary caregivers, relatives, and providers.

While children and adults from all ethnic groups received services, for those reporting an ethnicity, Latinos were the largest recipient group (44 percent).

Exhibit 8: Family Functioning—Total Number of Services Provided to Children Ages 0 to 5 and Adults in FY 2013–14 by Service



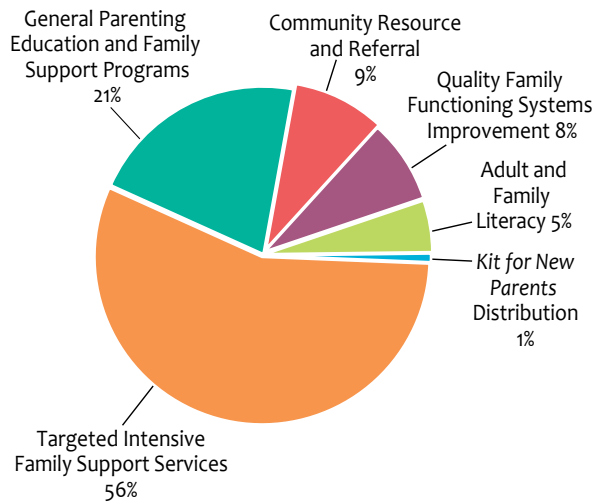
Source: County Demographic Worksheet, November 2014

For children reporting a primary language, services were provided to Spanish speakers 46 percent of the time and English speakers 30 percent of the time.

In FY 2013–14, county commissions expended almost \$122 million to improve Family Functioning. Exhibit 9 shows the distribution of expenditures by service category. Schools and educational institutions, nonprofit community-based agencies, government agencies, private institutions, and First 5 county commissions provided services to children and adults in order to improve Family Functioning. Exhibit 10 displays distribution of expenditures by provider type. Community-based agencies received 60 percent of all Family Functioning expenditures in FY 2013–14.

Exhibit

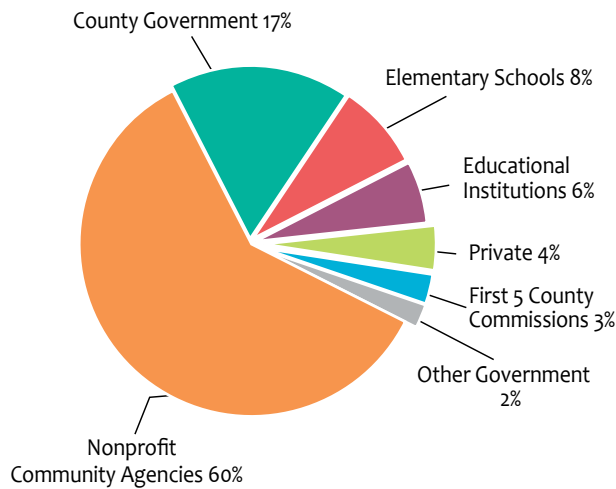
9: Family Functioning—Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2013–14 by Service*



Source: County Revenue and Expenditure Summary, November 2014

Exhibit

10: Family Functioning—Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2013–14 by Provider*



Source: County Revenue and Expenditure Summary, November 2014

IMPROVED CHILD DEVELOPMENT

Child Development services increase access and quality of early education and learning. These services include free, high-quality preschool, special needs assessment and intervention, and school readiness programs.

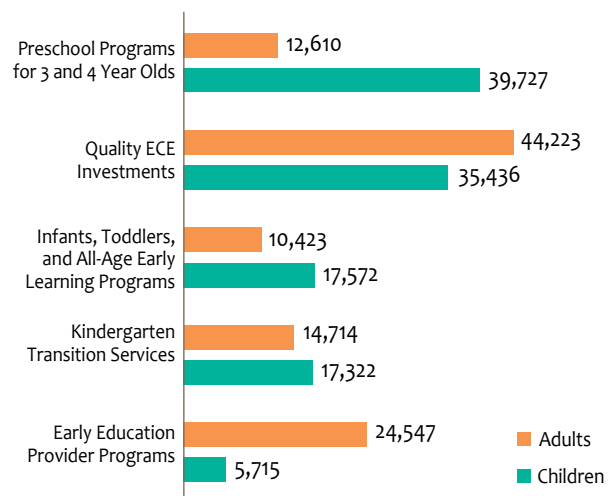
In FY 2013–14, First 5 delivered 115,772 child development services to children ages 0 to 5 and 106,517 services to parents, guardians, primary caregivers, relatives, and providers. Exhibit 11 shows the numbers of services provided to children ages 0 to 5 and adults in each child development service category.

While children and adults from all ethnic groups received services, for those reporting an ethnicity, Latinos were the largest recipient group of services (59 percent). For those reporting a primary language, the largest recipient groups of services were those speaking Spanish (45 percent) and English (35 percent).

In FY 2013–14, county commissions expended \$197 million to improve Child Development. Exhibit 12 shows the distribution of expenditures by service category. Schools and educational institutions, nonprofit community-based agencies, government agencies, private institutions, and First 5 county commissions provided services to children and adults

Exhibit

11: Child Development—Total Numbers of Services Provided to Children Ages 0 to 5 and Adults in FY 2013–14 by Service



Source: County Demographic Worksheet, November 2014

in order to improve Child Development. Exhibit 13 shows distribution of expenditures by provider. In FY 2013–14, elementary schools received 14 percent of all expenditures to improve Child Development.

IMPROVED CHILD HEALTH

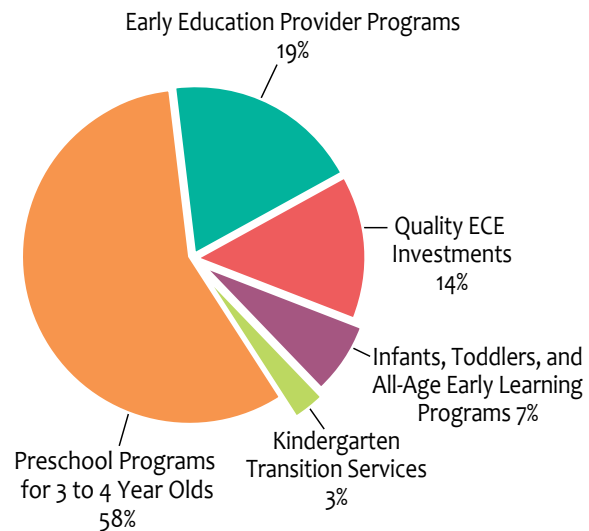
First 5 county commissions fund Child Health services that promote health through identification, treatment, and elimination of risks that threaten health, and cause developmental delays and disabilities. First 5 Child Health services are far ranging and include prenatal care, oral health, nutrition and fitness, tobacco cessation support, and intervention for children with special needs.

In FY 2013–14, First 5 provided 548,557 services designed to improve Child Health to children ages 0 to 5, and 393,550 services to parents, guardians, primary caregivers, relatives, and providers. Exhibit 14 shows the number of services provided to children ages 0 to 5 and adults for each Child Health service category.

While children and adults from all ethnic groups received services, for those reporting an ethnicity, Latinos were the largest recipient group of services (55 percent). For those reporting a primary language, the largest recipient groups of services were to those speaking English (41 percent) and Spanish (35 percent).

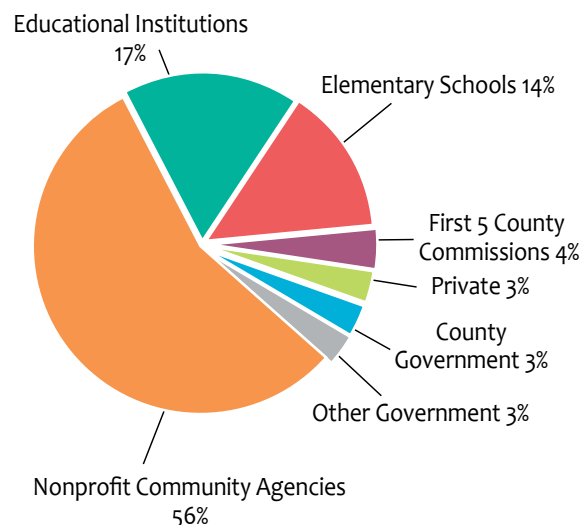
In FY 2013–14, county commissions expended \$170 million to improve Child Health. Exhibit 15 shows the distribution of expenditures by service category. Schools and educational institutions, nonprofit community-based agencies, government agencies, private institutions, and First 5 county commissions provided services to children and adults in order to improve Child Health. Exhibit 16 shows distribution of expenditures by provider. Community-based agencies accounted for 49 percent of all expenditures to improve Child Health in FY 2013–14.

Exhibit 12: Child Development–Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2013–14 by Service*



*The percentages in this chart do not add to 100 due to rounding.
Source: County Revenue and Expenditure Summary, November 2014

Exhibit 13: Child Development–Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2013–14 by Provider*



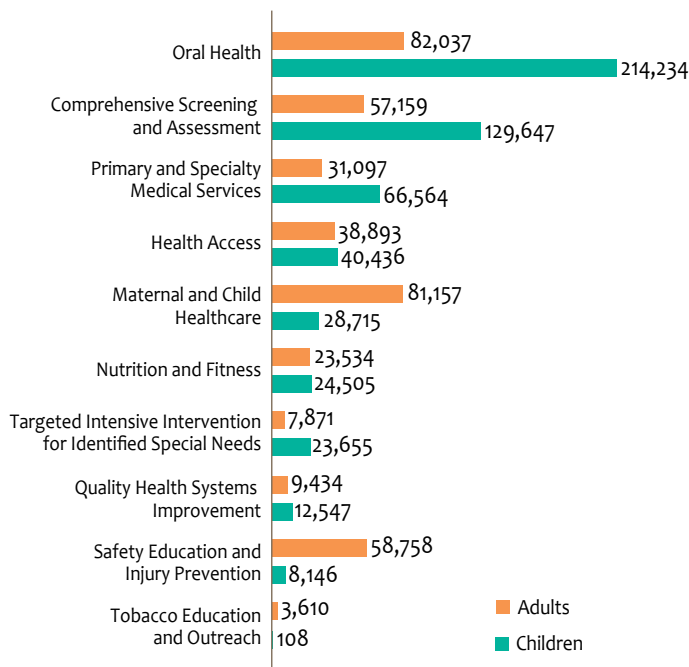
Source: County Revenue and Expenditure Summary, November 2014

IMPROVED SYSTEMS OF CARE

Systems of Care addresses system-wide structural supports which allow county commissions to effectively work towards achievement in the other three result areas of Family Functioning, Child Health, and Child Development. For example, interagency collaboration allows coordinated wrap-around efforts from multiple organizations providing targeted services. Since this result area is at a systems level, counties do not report number of children and adults served. Expenditure data indicates that for FY 2013–14, county commissions expended \$57 million to improve Systems of Care.

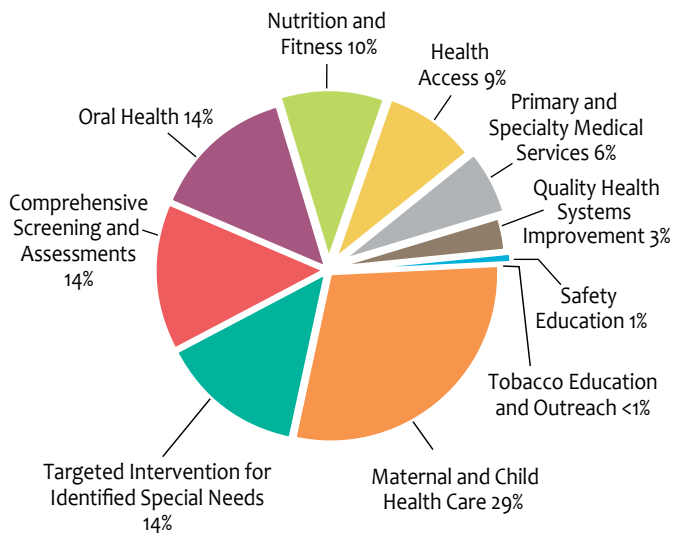


Exhibit 14: Family Functioning—Total Numbers of Services Provided to Children Ages 0 to 5 and Adults in FY 2013–14 by Service

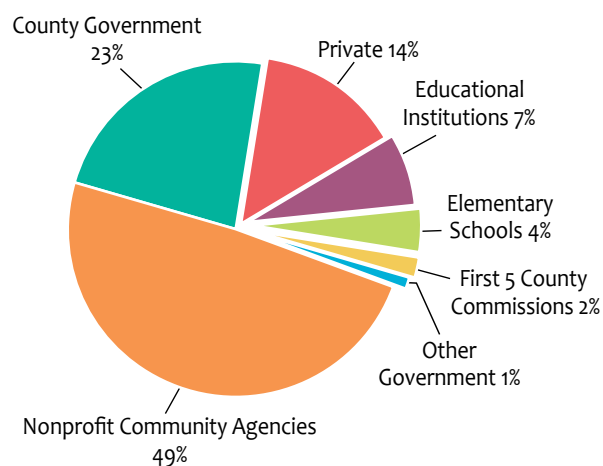


Source: County Demographic Worksheet, November 2014

Exhibit 15: Child Development—Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2013–14 by Service*



*The percentages in this chart do not add to 100 due to rounding.
Source: County Revenue and Expenditure Summary, November 2014



*The percentages in this chart may not add to 100 due to rounding.
Source: County Revenue and Expenditure Summary, November 2014

SUMMARY

First 5 California’s comprehensive approach to early childhood education seeks to provide services for children, families, and educators in the home and in the classroom to ensure children enter school ready to learn. Our current Child, Teacher, and Parent Signature Programs were developed based on the most current research on childhood development and on the diverse needs of California families. The State and county commissions provide multiple services to families and their children ages 0 to 5 to ensure the family functions in a way that encourages healthy and lasting development inside the home, at school, and in the community. See our County Commission Highlights section, page 30 which includes highlights from First 5 county commissions. Programs are continually evaluated for their effectiveness and updated to serve the needs of individual counties. Together, First 5 California and the county commissions seek to provide families most in need with services that prepare children to enter school ready to learn and thrive.



First 5 County Commission Highlights

Alameda County

Through its investments, the goal of First 5 Alameda County is to ensure children are ready for kindergarten and third grade success, and free from abuse and neglect.

During FY 2013–14, one of the most significant accomplishments of First 5 Alameda was the completion of a countywide baseline school readiness assessment of entering kindergarteners. With an investment of \$96,000 jointly funded by First 5 Alameda, Alameda County Interagency Children's Policy Council, and the Long Foundation, 1,696 kindergarteners were assessed using Applied Survey Research's Kindergarten Observation Form. The four building blocks of school readiness include self-care and motor skills, social-emotional development, self-regulation, and kindergarten academics. The results showed only 45 percent of children assessed were ready for kindergarten in all building blocks. These results, together with ongoing efforts to identify common outcome measures and establish a countywide children's budget, have energized the Alameda County Board of Supervisors to consider expanded funding of successful school readiness strategies funded by First 5. These include home visiting, quality early care and education, and *Help Me Grow (HMG)*.

Other highlights during FY 2013–14 included:

- First 5 Alameda's HMG resource system investment in building the capacity of pediatricians and child care providers to use the Ages & Stages Questionnaires® (ASQ) screening tools and make referrals for children whose scores are of concern to the HMG Triage Phone Line. First 5 Alameda is expanding early identification efforts to include training providers at Women, Infants, and Children sites to use the Centers for Disease Control and Prevention's "Learn the Signs. Act Early." approach. First 5 Alameda

also worked to strengthen technical assistance to pediatric practices to increase screening and improve referral rates of children identified with possible developmental delay. HMG rolled out the Developmental Screening Program which gives access for all parents in the county to web-based, periodic ASQ and ASQ: Social-Emotional screening tools.

- Project LAUNCH (Linking Actions for Unmet Needs in Children's Health), a Substance Abuse and Mental Health Services Association (SAMHSA) five-year grant, focused on the integration of mental health supports in child-serving agencies and programs, including mental health consultation in home visiting, early care and education, and kindergarten to second grade (SAMSHA served 0 to 8 years). This work led to the creation of three mental health specialist positions in Alameda County Public Health to serve home visiting programs.

Alpine County

Through its investments, the goal of First 5 Alpine County is to implement comprehensive, integrated, and accessible programs that will work toward the vision of First 5 Alpine: "All of Alpine's children will thrive from birth and are provided a foundation for life-long success."

During FY 2013–14, one of the most significant accomplishments of First 5 Alpine was the implementation of its center-based child development programs. First 5 Alpine partnered with the Alpine County Office of Education to help ensure school readiness for Alpine's children. The Early Learning Center (ELC), under the auspices of the Alpine County Office of Education, is the largest grantee and service provider for First 5 Alpine. The ELC preschool program serves as the framework for meeting the strategic goals of the First 5 Alpine Commission. Following standards set by the National Association

for the Education of Young Children, highly qualified teachers implement developmentally appropriate activities throughout the day. The teachers in the preschool program complete ongoing developmental assessments while working with local kindergarten teachers to help provide successful kindergarten transitions. With the barriers that exist in Alpine County, accessibility is a challenge for its community members. Last year, local partners helped provide access for all children with oral health and well child examinations, immunization checks, developmental screenings, and the delivery of First 5 California's *Kit for New Parents*.

In the remote town of Bear Valley, First 5 Alpine funded a license-exempt drop-in child development program for children ages 0 to 5. This ski resort/summer home village holds many challenges for the full-time residents who try to serve the varying population. This program has successfully served seasonal and year-round residents with a focus on all areas of social-emotional and cognitive development of early childhood. The program is staffed with professionals who emphasize cultural diversity. First 5 Alpine and the Bear Valley Parents Group continue to collaborate on sustainability of the program.

Amador County

Through its investments, the goal of First 5 Amador County is to ensure families with children ages 0 to 5 are well-equipped to help their children reach their optimal development and full potential.

Using the Strengthening Families Five Protective Factors (parental resilience, social connections, knowledge of parenting and child development, concrete support in times of need, and social and emotional competence), funded programs address the necessary support systems and community services needed to ensure:

- Children are raised in safe and supportive homes and communities.
- Families have access to necessary support systems and community services.
- Parents and caregivers have the opportunity to build networks of support as well as receive education on early childhood development.

With a funding investment of \$436,000, First 5 Amador provided essential services such as the Baby Welcome Wagon Universal Home Visiting offered to all families with newborns. The program is administered by Amador County Public Health and utilizes the First 5 California Kit for New Parents customized with local resources. Families are offered a minimum of one visit with high-risk families benefiting from ongoing Public Health Nursing services. More than 30 percent of families with newborns in FY 2013–14 received a minimum of one visit.

Providing services that are accessible to families was achieved through multiple systems. Two family resource centers received First 5 Amador funding to provide ongoing as well as short-term crisis case management. The Parent Education Profile (PEP) was utilized to measure the increase in family literacy activities, parents taking on the parent role, and support in the child's learning in formal educational settings. The most significant growth was observed in the parent taking on the parent role. Some of the ongoing programs offered at the centers included information and referral, depression screening, health and wellness workshops, Hispanic women's group, and emergency food distribution.

Other highlights from FY 2013–14 included:

- A total of 135 playgroups in four areas of the county were held with more than 160 unduplicated children, parents, and caregivers participating. Parents report learning about early childhood development, making social connections, and ideas to utilize at home to encourage early learning.

- The Bridge to Kindergarten program served 118 children in eight classrooms throughout the county. The three-week program, taught by kindergarten teachers and pre-K aides, provided a gentle transition and jump-start for children with little or no preschool experience. Parents received information on school readiness at Kick-off to Kindergarten events conducted at each school site in the county.
- A systems change approach for delivering preventive oral health services for children was established to address the lack of pediatric dental services in Amador County. The new system will provide an opportunity for more children to receive essential services in a medical setting on an ongoing basis.

Butte County

First 5 Butte County strives to improve the lives of children from the prenatal stage through age 5, and promote their optimal development by strategically investing in three initiatives focusing on health, oral health, and family strengthening.

During FY 2013–14, one of the most notable accomplishments of First 5 Butte was the implementation of a countywide Parent Café project. With a Strengthening Families Initiative investment of \$150,000, two community partners (Valley Oaks Children's Services and Youth for Change) were trained in the *Be Strong Illinois Parent Café Model* to provide Parent Cafés in four communities throughout Butte County. Several hundred parents and children attended a total of 17 Cafés, with many families returning for subsequent Cafés, which are planned and implemented by parents (both staff and volunteer) in collaboration with community partners. Held at locations that are inviting and preferred by families, Cafés offer families a chance to enjoy a nutritious dinner together, followed by supervised activities for the children and engaging, peer-led discussions for parents. Trained volunteer table hosts focus on creating an atmosphere that is inclusive and informative while



still maintaining the casual feel of dinner with friends. Carefully selected questions focused on the Five Protective Factors and designed to illuminate the inherent strengths of families are used to guide the conversations. Many parents have reported developing friendships as well as making changes in their parenting behaviors and priorities based on these rich discussions. The project's success is largely due to the specialized training for both staff and parent volunteers and the thoughtful and sustainable design of the Parent Café model. Created to be flexible and adaptable to the unique qualities of each community, the Butte County Parent Café project is proving to be an ideal way to engage families who experience isolation based on culture, language, or circumstance. Amid an atmosphere of creativity, safety, and empathy, parents are discovering and strengthening their own abilities to be leaders within both their families and their communities.

Other highlights during FY 2013–14 included:

- The Mothers' Well Project, which provides in-home counseling services to women experiencing prenatal and perinatal anxiety and/or depression. By partnering with Butte County Behavioral Health and Northern

Valley Catholic Social Service to provide this service, additional Medi-Cal funding is available, thereby expanding fiscal resources and enabling more women to be served beyond the initial funding provided by First 5.

- Funding from First 5 Butte that enabled the Hmong Cultural Center of Butte County (HCCBC) to work with Strategies Northern Region in developing training materials for existing and future staff on the Strengthening Families framework and the Five Protective Factors. The primary focus is identifying where the Factors are embedded within the Hmong culture, how to strengthen those Factors, and how to build on Factors not yet apparent or practiced. The HCCBC is sharing its materials with those who request them and will provide training for First 5 Butte grantees who serve the Hmong community.
- A partnership with E-Center Head Start to provide a hygienist to provide parent education, classroom screenings, and fluoride varnish application as part of the Oral Health Initiative. Children requiring hospital dentistry are referred directly to First 5's hospital dentistry program by the hygienist. This saves parents the extra step of seeing a referring dentist and results in children having a shorter wait time for treatment.

Calaveras County

Through its investments, the goal of First 5 Calaveras County is to ensure that all children in the county will enter school safe, healthy, and ready to learn. Investments make a positive impact on strong family functioning, child health and safety, school preparedness, and system collaboration by focusing on direct services to children, parents, and educators.

During FY 2013–14, one of the most significant accomplishments of First 5 Calaveras was the Children's Dental Program. In collaboration with the Calaveras County Office of Education

and a funding investment of \$88,853, this program provided on-site oral health education and a screening to over 250 low-income young children. Dental cleanings, topical fluoride treatments, and referrals were made available in preschool classrooms. A mobile dental van targeting isolated locations in this rural county delivered crucial preventive and/or restorative treatment.

Other highlights during FY 2013–14 included:

- Funding of \$50,000 and collaboration with The Resource Connection Food Bank provided the "Kids Farmers Market and Preventive Intervention Program." Nutrition education, hands-on cooking projects, healthy recipes, and having Head Start children take fresh produce and fruit home highlight this unique program. Puppets, games, and story times help teach children age-appropriate personal safety and appropriate expression of feelings.
- A funding investment of \$39,000 for a "Raising a Reader and Early Literacy Home Visiting Program" served over 200 Head Start and State Preschool children. In addition to early literacy activities, the 1.5 hour home visits twice a month to 22 remotely located families included developmental screenings for children, parent depression screenings, resource sharing, and community referrals.
- Support to early childhood professionals in their efforts to obtain college units toward their degree and for retention in their place of employment through a \$15,000 investment to the local Calaveras CARES Program.
- Forty safety seat assessments and thirty-four car seats distributed through the "Child Passenger Safety Program" funded by a \$2,000 investment.

In a successful collaboration with Behavioral Health Services and Mental Health Services Act funding, First 5 Calaveras provided 77 "Parent Education Workshops and Trainings for Educators." Topics centered on family skill building,

nurturing skills, mindfulness, healthy eating, childhood trauma, brain development, and raising emotionally healthy children. Several sessions were provided for Spanish-speaking parents, and a series of workshops was made available for incarcerated fathers. A high point was partnering with several agencies, including First 5 Tuolumne, to bring Dr. Bruce D. Perry to the area for a full-day session, "Understanding Childhood Trauma: Creating a Trauma Informed Community."

Colusa County

Through its investments, the mission of First 5 Colusa County Children and Families Commission is to enhance the lives of all children, prenatal to age 5, and their families through a county-wide, comprehensive, integrated system of early childhood development.

During FY 2013–14, one of the most significant accomplishments of First 5 Colusa was the magnitude of services provided at its Family Resource Centers (FRCs). The FRCs are central hubs of services that offer various parent education classes, provisions of basic needs, application assistance, translation, and school readiness services. The FRCs are instrumental in ensuring basic needs of families and children birth through 5 are met, which is a critical factor in school readiness and child outcomes.

With a funding investment of \$211,462, the FRCs provided a total of 8,143 outreach and walk-in services to children and families in Colusa County. Services provided included food assistance (commodities, vouchers, distributions), various classes (parenting, health, nutrition, English-as-a-Second-Language, and General Education Diploma preparation), application assistance, referral services, and translation. In addition, a total of 36,940 pounds of food, including fresh produce, was distributed to families through programs at the FRCs.

Other First 5 Colusa investments and initiatives included:

- Comprehensive Approaches to Raising Educational Standards Plus

- Child Passenger Safety Classes and Checkup Stations
- Growing Start (evidence-based parent/child playgroups)
- First 5 Service Corps/Americorps (child development screenings and assessments)
- Health Access (Covered California outreach, education, and enrollment)
- Raising a Reader Program
- Kindergarten Transition Programs (Kinder Camp and Backpack Program)
- Certified Lactation Counselor Training Scholarships

Contra Costa County

The goal of First 5 Contra Costa County is to support effective programs and more efficient systems that ensure Contra Costa County children grow up healthy, nurtured, and prepared for success in school.

With a relatively modest investment of \$220,000, one of its most significant accomplishments last year was to continue building a system for early identification, referral, and care coordination for children with developmental delays or behavioral concerns. The system includes convening the Early Childhood Leadership Alliance, a collaborative of 50 children's agencies, increasing provider capacity to provide developmental screening, responding to children's identified needs through new developmental playgroups, and leading the effort to become a *Help Me Grow* (HMG) affiliate in Contra Costa County to provide high-quality, coordinated services for all children in need.

Since 2011, First 5 Contra Costa has trained 280 children's service providers (including 95 public health nurses) from 58 agencies to implement the Ages & Stages Questionnaires® (ASQ) screening tool. More than 4,400 children have been screened, with one-third flagged for possible developmental concerns. Children not eligible for state-funded services, yet still experiencing concerning delays, can now participate in new developmental playgroups. At the conclusion of this eight-week program, many children received higher ASQ scores and no

longer needed services. Our new partnership with Contra Costa's 211 providers will make it easier for parents to find developmental and behavioral services for their children, an important step in centralizing referral services and becoming a HMG affiliate.

Other highlights from FY 2013–14 included:

- A newly designed, more intensive home visiting program serving families up to two years with case management, parenting support, and father engagement that promotes the Strengthening Families Five Protective Factors. Also formed was a new partnership with Early Head Start, which increased services. Last year, 250 families received more than 3,100 home visits.
- A Quality Rating and Improvement System (QRIS) was piloted to improve the quality of early care and education low-income children receive and to help parents easily identify high-quality programs. One hundred child care programs are participating, including family child care homes and child care centers, Head Start sites, and state preschool programs.

Del Norte County

First 5 Del Norte County's long-term goal is to build a true resource and referral hub through its Family Resource Center that highlights educational tools and easily accessible information about local and state resources that will support parents, grandparents, and caregivers in raising their young children to be healthy, safe, and ready to enter kindergarten and be successful in school and life.

During this past fiscal year, First 5 Del Norte's most significant challenge was to reopen the doors of its Family Resource Center after the nonprofit entity operating the facility closed. With a funding investment of over \$126,000, this program provides access to safe, neutral space for community partners and families. The Family Resource Center offers partners space to hold trainings, parenting classes, childbirth education,

children's programs, wrap-around and counseling services, energy-assistance support for families, and a welcoming, nonjudgmental place for families in the child welfare system to visit and work on reunification.

Other highlights during FY 2013–14 included:

- Increased access to early literacy programs and books for young children through the Wonder Bus, a mobile lending library offering services throughout the county and Reach Out and Read (in partnership with medical clinics)
- The launch of a locally developed Comprehensive Approaches to Raising Educational Standards program that offered high-quality trainings and classes to preschool and family day care providers to encourage increased professional development of early educators and paid out stipends to all who met the training requirements. The program was well-attended and for the first time extended professional learning opportunities to family day care providers.
- Establishment of a strong, working partnership with the school district, local preschools, and Head Start programs based on investments by First 5 to assess kindergarten readiness over the past three years. The work focused on building bridges between kindergarten teachers and



early educators to jointly address the social-emotional, self-regulation, and kindergarten academic needs of Del Norte County children.

El Dorado County

First 5 El Dorado County Children and Families Commission promotes nurturing, stable, and loving family environments so that all children enter school physically and emotionally healthy and ready to learn. First 5 El Dorado supports school readiness through universal, countywide investments in newborn home visitation, health and dental access, developmental monitoring, early literacy, and high-quality early care and education programs.

In FY 2013–14, First 5 El Dorado invested \$1.4 million in school readiness initiatives. According to Kindergarten Student Entrance Profiles in fall 2013, 80 percent of all children entered kindergarten ready to learn. This marked a five percent increase over the last three years.

Commission initiatives offered early childhood and family support programs for 4,688 children ages 0 to 5 in FY 2013–14. Based on surveys of participants (n = 753):

- Thirty-three percent of families in which the youngest child was born in El Dorado County reported having a Best Beginnings home visit for their newborn.
- Ninety-five percent reported having a well-check for their children within the past 12 months. Ninety-four percent reported they had a regular doctor that their children see for well-child care. Ninety-six percent reported having health insurance for their child.
- Fifty-nine percent reported having a developmental screening for their children in the past 12 months.
- Twenty-nine percent of licensed early care and education programs in the county are engaged in quality improvement activities.
- Seventy-one percent of families reported reading to their children

every day (six to seven days each week).

- A total of 134 collaborative partners were convened in three areas of the county for information sharing, promotion, referral, and outreach projects.

Fresno County

First 5 Fresno County wants all children to thrive. As an advocacy organization, First 5 Fresno invests in resources and supports efforts to improve the lives of children ages 0 to 5 and their families. Through its efforts, First 5 Fresno serves as a catalyst for creating an accessible and effective network of quality services promoting children's social, emotional, physical, and cognitive development need. Its 2013–20 strategic plan sets out a bold vision aimed at changing the odds for all children, with third grade reading proficiency rates as the primary, long-range desired outcome and indicator of a successful birth to age 5 system of care.

To this end, First 5 Fresno served nearly 5,670 children ages 0 to 5, parents, professionals, and other primary caregivers over FY 2013–14. Services included integration of systems to support early identification and intervention for young children with or at-risk for developmental delays and other special needs, investments to increase the capacity and quantity of high-quality early care and education programs, multi-disciplinary home visitation, child and family literacy programs and activities, public education partnerships focused on raising healthy, school-ready children, mentoring programs for at-risk parents, connecting families with tools and resources, and a variety of other efforts targeting countywide school readiness and third-grade-level reading.

Along with the launch of First 5 Fresno's new seven-year strategic plan, FY 2013–14 marked the beginning of a five-year longitudinal study following 3- and 4-year-old children and their families receiving First 5 Fresno-funded services through third grade. The longitudinal study will examine the link between early childhood experiences and outcomes for

children and families, school readiness, and later school achievement. First-year data, collected from more than 500 parents, indicates First 5 Fresno continues to support children and families with the greatest needs and that the highest-need families are being connected to the greatest levels of support.

Glenn County

First 5 Glenn County invests in four results areas and respective goals: improved family functioning, improved child development, improved child health, and improved system functioning. First 5 Glenn started the Little Learners program using proven practices and curriculum designed to strengthen families and ensure children are ready to learn. First 5 Glenn has continued working collaboratively with public and nonprofit agencies in Glenn County and Butte County to leverage and extend resources to reach even more children and families. First 5 Glenn programs have achieved the following positive outcomes:

- Increased parental skills and reduced numbers at post testing for those who scored in the “high-risk” category through the Nurturing Parenting Curriculum facilitated through the Little Learners and Parenting programs. Almost all parents initially identified with high-risk behaviors (based on a standardized assessment tool) had increased skills and knowledge as a result of program participation, and moved out of the high-risk category, as determined by the follow-up assessment.
- A total of 41 Devereux Early Childhood Assessments (DECA) were conducted on Little Learners' children (ages 4 weeks to 4 years) at the beginning of the program year. Parents and teachers supported these children at home and in the classroom. All 11 children who initially were identified with concerns were referred for additional services and supports. At the follow-up assessment; however, only three children were noted with concerns. In addition, 308 DECAs, separate from

Little Learners, also were conducted on kindergartners in Glenn County.

- During FY 2013–14, as a result of the partnership with the Northern Valley Indian Health’s Mobile Dental Clinic and First 5 staff’s coordination and organization, 90 Glenn County children ages 0 to 5 had their oral health needs addressed.
- First 5 Glenn funded kindergarten and transitional kindergarten teachers to attend a state transitional kindergarten training in San Francisco. The training ensured that teachers had the appropriate skill set to work with the children entering their classroom. First 5 Glenn has remained a leading county in the area of transitional kindergarten.
- First 5 Glenn had six AmeriCorps members during this program year, which resulted in approximately 9,200 hours of direct service in the home, classroom, and Little Learner and community events.

Humboldt County

Together with its families and communities, the mission of First 5 Humboldt County is to promote comprehensive, integrated systems of services for early childhood development in order to foster secure, healthy, and loving children eager to learn and develop to their full potential. Beginning with the initial First 5 Humboldt strategic planning process in 1999, parents and providers alike repeatedly expressed the desire for “safe and family friendly” places in their communities that would enable families to get together for recreation and mutual support, and access opportunities for learning and services. First 5 Humboldt responded to this need and made parent and family support programs a priority for funding, including establishing playgroups that are accessible for as many families as possible throughout the 3,600 square miles of land in this rural county. Evaluations of the playgroups demonstrate they have had a positive impact for young children and their families in Humboldt County.

During FY 2013–14, a major accomplishment of First 5 Humboldt was providing 17 playgroups in virtually all areas of the county. During FY 2013–14, there were more than 11,046 parent/care-giver playgroup visits, 9,148 playgroup visits by children ages 0 to 2, and 4,320 playgroup visits by children ages 3 to 5 at 990 playgroup events. According to annual surveys (the Participant Survey, n=493, in 2013, and the Playgroup Survey, n=205, in 2014), these low-cost groups (ranging from less than \$2,000 per year to \$14,000 per year for the largest groups) provide a place where parents feel they learn more about parenting, get social support, and access needed help and services, and also provide a place for children to learn new things, including very important socialization skills. Additionally, the 2013 Participant Survey showed a statistically significant positive correlation between frequency of playgroup attendance and the frequency with which parents read to their children, and play music and sing with them.

During interviews, kindergarten teachers have said they feel First 5 Humboldt playgroups help prepare children for kindergarten and are pleased that children have access to playgroups throughout this rural county. In 2012 and again in 2013, what these teachers stated was reinforced by the results of Humboldt County Office of Education’s Kindergarten Screening Tool (KST), which was used to screen almost 89 percent of all incoming kindergartners. The KST measures children’s readiness in four domains: language/literacy, mathematics, social-emotional development, and self-portrait. The average countywide total score for those who attended a playgroup was 80 percent in 2013 and 77 percent in 2012. For those children who did not attend a playgroup, this figure was 72 percent in 2013 and 70 percent in 2012. Additionally, the Humboldt County Office of Education reported that for children who attended preschool, the average score was 77 percent, and for children who attended both preschool and a playgroup, the total score rose to 82 percent.

Imperial County

For FY 2013–14, First 5 Imperial County awarded approximately \$1.9 million in funding for 20 projects that worked to provide services targeting children ages 0 to 5, their parents, guardians and providers. Investments used to support these projects addressed strategic objectives by offering services that focused on health, family support, and early care and education. For instance, investments used to support families with young children included case management services for at-risk families, family resource fairs at low-performing school sites that included programs from up to 36 distinct agencies, and intensive parent education using the *Systematic Training for Effective Parenting Program* for more than 100 parents. Investments in health ranged from support to ensure



expectant mothers receive prenatal education and programs designed to increase breastfeeding rates, to intensive child asthma case management services, and nutrition and fitness activities. Additionally, investments in early care and education included story time activities at more than 50 preschool centers with a book give-away program at each visit, as well as intensive preschool home instruction services or preschool slots for children who have a mild disability or are at risk of developing a disability but do not qualify for special education services.

Perhaps one of the most meaningful successes during FY 2013–14 was the



developmental screening partnership established between First 5 Imperial, Court Appointed Special Advocates (CASA), and the Family Treehouse. First 5 Imperial awarded \$203,264 to the Family Treehouse to offer developmental screening services for children ages 0 to 5 through its family resource center. CASA was awarded another \$82,296 to provide advocacy and school readiness support for children ages 0 to 5 who are in the custody of the juvenile court dependency system. Through this partnership, 86 percent of CASA children participated in developmental screening and surveillance services facilitated by Family Treehouse staff, where all children assessed with a delay in their development were supported with court ordered follow-up referrals and evaluation. Additionally, more than 90 percent of CASA child cases that were closed resulted in placement in a permanent home, where the majority of children were reunified with their parents.

Other noteworthy accomplishments achieved by projects funded by First 5 Imperial for FY 2013–14 included:

- The involvement of more than 3,000 children from preschool centers in mobile library story time activities, with each child receiving three to five books to take home
- Participation of more than 987 children in fire/burn-prevention activities at more than 20 preschool centers, and the involvement of 30 child care providers involved in hands-on fire safety training
- The participation of parents of 100 children diagnosed with asthma or asthma symptoms in intensive case management, where more than 90 percent demonstrated confidence managing the condition and 80 percent learned to identify asthma triggers
- The funding of 16 slots for children with disabilities or who are “at risk” of developing a disability that does not qualify for special education services
- The promotion of nutrition and fitness through education, cooking classes, and active gardening at 12 preschool centers for 181 children
- The completion of a model 30-week home instruction program involving 89 children in which up to 88 percent of parents showed increases in confidence with respect to working with their children

Inyo County

First 5 Inyo County is committed to funding outcomes that promote early optimal development, shaping the trajectory of a child’s life to yield ongoing benefits and rewards. It accomplishes this by investing in the Five Protective Factors in each Inyo County community to improve child health and development, strengthen families, and provide critical resources from before birth through kindergarten entry at age 5.

During FY 2013–14, one of the significant accomplishments of First 5 Inyo was its ability to extend evidence-based parenting education to a pilot class with inmates in the county jail, laying a foundation for continued support and involvement with First 5

programs after incarcerated parents are released, as well as putting First 5 Inyo in touch voluntarily with the families of incarcerated parents of children ages 0 to 5. With information and permission to directly contact families dealing with an incarcerated parent, First 5 Inyo was able to offer a wide range of resources to families with small children who are experiencing a dramatic shift in relationships, living arrangements, and financial resources at a point in time when their families often feels reluctant to engage with any agencies or systems due to perceived shame and a wariness that aid will somehow be used against the family unit. Costing only additional staff time, curriculum, and supplies, this was a successful example of how annexing existing programs to serve new client pools with identified needs can improve outcomes and strengthen more families countywide.

Other highlights from FY 2013–14 include the establishment of a Family Resource Center at the Bishop Paiute Head Start campus in Northern Inyo, a complement to the Southern Inyo Family Resource Center in Lone Pine that offered more classes and events than ever for families with children ages 0 to 5; continued early oral health services and education; new bilingual story hours at three primary library branches throughout the county; and the completion of a six-month community needs assessment that culminated in a comprehensive strategic plan update for 2014–19.

Kern County

Through its investments, First 5 Kern County’s goal is to strengthen and support the prenatal to age 5 children of Kern County and their families by empowering its providers through the integration of services, with an emphasis on health and wellness, parent education, and early childcare and education.

In FY 2013–14, First 5 Kern continued to dedicate its efforts in providing children with services by funding 40 programs in the three result areas: improved child health, improved child development, and improved family

functioning. The most significant accomplishments were demonstrated through compelling outcomes of three programs: *Differential Response* (improved family functioning), *Supporting Parents and Children for School Readiness* (improved child development), and *Richardson Special Needs Collaborative* (improved child health).

- With a funding investment of \$615,000, the *Differential Response* program provided case management services to 1,920 children. *Differential Response* ensures prompt attention to suspected reports of child abuse and neglect. Following Child Protective Services referrals, contact is made within 72 hours and clients are provided a home visit within 10 working days. Families exiting the program showed significant improvement in family functioning domains on the North Carolina Family Assessment Scale-General instrument.
- With a funding investment of \$457,000, the *Supporting Parents and Children for School Readiness* program provided Summer Bridge services to 144 children to enhance school readiness. The program also provided a broad scope of age-appropriate services, including home visitation, case management, and developmental assessment, as well as center-based learning for both parents and children. The program demonstrated significant improvements in the following domains: cognitive, communication, self-help, social-emotional development, and fine motor skills on the Child Assessment-Summer Bridge assessment.
- With an investment of \$246,000, the *Richardson Special Needs Collaborative* program provided 72 children with prevention and intervention services to address special needs. The program also provided case management, home visitation, basic needs referral, parent education, and behavioral health support. The program demonstrated

significant improvements in meeting health needs for case-managed children by reducing unmet health needs to 0 by the twelfth month of service.

Kings County

Through its investments, the goal of First 5 Kings County is to ensure all families receive access to the tools, knowledge, and quality care necessary to encourage each child to develop to his or her fullest potential, including building life skills that will allow them to become successful members of the community.

During FY 2013–14, one of the most significant accomplishments of First 5 Kings was the locally funded Comprehensive Approaches to Raising Educational Standards (CARES) project. With a funding investment of \$158,461, this program provided mentoring, coaching, training, technical assistance, and materials to 39 preschool classrooms located in Kings County. The CARES project assisted preschool classrooms with completing the Early Childhood Environmental Rating Scale (ECERS), the Classroom Assessment Scoring System® (CLASS), and Desired Results Developmental Profile (DRDP). In addition, the local Kings County CARES project conducted the following for child care providers: a conference, 38 trainings, a monthly book club, a webinar series, and a teacher appreciation banquet.

Other highlights during FY 2013–14 included:

- Coordination of Linkages 2 Learning project transition teams at 12 kindergarten serving school sites in Kings County. This included two new school sites.
- Distribution of 1,502 school readiness backpacks to incoming kindergarteners through the Linkages 2 Learning project
- Linkages 2 Learning project-facilitated kindergarten orientations prior to the first day of school at all 12 participating school sites, serving 990 incoming kindergarteners

- A total of 215 developmental assessments of children with or at risk of developing special needs provided by the United Cerebral Palsy Special Needs project
- A total of 193 interventions and/or treatment plans provided to children with or at risk for developing special needs through the United Cerebral Palsy Special Needs Project
- Weekly center-based early childhood activities through the United Cerebral Palsy Parent & Me project that served 267 children ages 0 to 5 and 212 parents
- Parent education and/or early childhood education services provided through the Kings County Family Resource Centers serving 1,189 children ages 0 to 5 and 1,055 parents, siblings, and caregivers
- The launch of home visitation services through the Kettleman City Family Resource Center. A total of 255 home visits were made.

Lake County

The goal of First 5 Lake County, as stated in its strategic plan, is “to inspire and promote healthy, safe, happy, and family-centered experiences for children 0 to 5 through partnerships with local families and service providers.” Through its investments, First 5 Lake works to achieve its long-term vision that “Lake County’s children receive the best possible start in life and thrive.”

FY 2013–14 marked the completion of the ninth year of the countywide *Nurturing Parenting* program in Lake County. Approximately 22 agencies and programs were directly involved in the *Nurturing Parenting* program’s network this past year, funded through the Lake County Office of Education. This network is an example of what can be done when agencies align and coordinate their services. Cross-agency data collection also has been utilized as part of this funded program through use of the *Nurturing Parenting* online database. Three facilitators from First 5 Lake, Lake County Office of Education, and Lake County Child Welfare Services attended a “train

the trainers” event in Chico in January 2014. This is a giant leap for the program to have certified local trainers to be able to enhance the quality of the classes and ensure that Lake County facilitators have the latest training available to them. Eight new *Nurturing Parenting* facilitators were trained during this past year.

Several other programs also made a difference in the lives of Lake County families during FY 2013–14. The *Mother-Wise* program provided one-on-one and group services to a total of 176 mothers and 11 fathers, with support and access to mental health and other needed services for mothers experiencing postpartum depression. The *Children’s Oral Health* program provided 943 children ages 0 to 5 with education, screening, and treatment funded through First 5 Lake, including nutrition and oral health lessons, a new storybook about brushing teeth and encouraging healthy bedtime routines, and dental screening at preschool/school sites, with 40 percent of the children screened as cavity free. In addition, the newly funded *Family Signing* training program offers two weekly classes along with a weekly video or web resource through a Facebook group. This year, 16 parents and children joined the classes, with the Facebook group growing to 76 members. Staff reports improvements in the signs and vocabulary of the children attending the classes, and parents have reported their children are using the sign language at home to communicate. The Easter Seals Health Line continued to be a point of access for developmental information and assistance, and linkages to referrals and resources. More than 475 calls were received from child care providers, parents, pediatricians, and others asking for information, resources, and technical assistance via the toll-free phone line. This included 78 percent repeat callers and 22 percent new callers from the county, indicating that outreach to new users is continuing to be effective, and that this is an important and trusted source of information for previous users of the Health Line.

Lassen County

Through its investments, the goal of First 5 Lassen County is to fund programs aimed at ensuring all children enter school healthy and ready to learn. First 5 Lassen has two primary areas of focus—oral health and home visiting—both serving high risk populations. Two programs, the *Pathways to Child & Family Excellence* program (commonly referred to as *Pathways*) and *Children’s Oral Health Program*, also known as *Smiles for Life*, have been important investments of First 5 Lassen.

During FY 2013–14, one of the most significant accomplishments of First 5 Lassen was its home visiting program implemented by *Pathways to Child & Family Excellence, Inc.* With a funding investment of \$263,116, this program provided home visiting services to high risk families. It is designed to improve family functioning, child development, health, and systems of care. The primary services provided include weekly parent education and child development lessons using the *Parents as Teachers (PAT)* curriculum. Screenings and assessments are completed on both children and parents to determine an individualized approach to addressing child, parent, and family needs. Each child is screened for developmental progress using the *Ages and Stages Questionnaires®*; simple PAT health screenings are used for hearing and vision. The *Life Skills Progression Tool* is used with each family to gauge the strengths of the family and the areas that need attention. Based on this tool and weekly communication with the family, the home visitor is able to make targeted referrals. The *Home Visiting Program* served 103 children ages 0 to 5 and 110 parents and caregivers in 2013–14. Another 26 children (siblings 6 years or older) participated in the program, increasing the total number of children served during the year to 129. In 2013–14, the number of service units was 1,621.

In addition, the First 5 Lassen *Children’s Oral Health Program*—implemented in the community by *Smiles For Life, Inc.*—serves Lassen County via different service delivery strategies

including direct prevention, consultation services, assessment, health services, community health events, and resource and referral activities. During FY 2013–14, the program provided 345 children ages 0 to 5 with direct oral health services. This equates to 26 percent of the age 0 to 5 population of Lassen County.

Hospital-based oral health services for children, a local First 5-funded program started in 2003 and now sustained by Banner Lassen Hospital, continued to provide oral surgery services to children.

Los Angeles County

Through its investments, First 5 Los Angeles County (First 5 LA) seeks to ensure that babies are born healthy, children maintain a healthy weight, children are safe from abuse and neglect, and children are ready for kindergarten. To accomplish these goals in FY 2013–2014, First 5 LA spent almost \$190 million to fund 52 initiatives and their associated evaluations. Through about 250 grants and contracts, First 5 LA worked with almost 200 different organizations throughout Los Angeles County. Overall, First 5 LA directly served approximately 150,000 children, 165,000 parents, and 14,000 providers. In addition, more than 120 organizations were assisted in building their capacity to serve more than 96,000 children and their families. Through the communications work of its contractors and grantees, First 5 LA educated almost 400,000 people at community events, workshops, and other person-to-person venues. Through mass media efforts such as television, billboards, and radio, potentially millions of people received First 5 LA public education messages. First 5 LA also invested in systems change at the organization, community, county, state, and federal levels.

During FY 2013–14, one of the most significant accomplishments of First 5 LA was the expansion of its *Welcome Baby* program from 1 hospital to 13. With an investment of \$20.2 million this year, this program provided bedside screening and referrals to almost 6,000 new mothers during their hospital stays and home visits to about 3,600 women. Women

in *Best Start* communities (neighborhoods where First 5 LA is focusing its community building efforts) are eligible to receive up to nine “touch points:” two prenatal home visits, one prenatal phone call, a post-partum hospital visit, a post-partum at home nurse visit, and three post-partum home visits and one phone call from parent coaches. Women in *Best Start* communities who are found to be at high risk of poor outcomes during their hospital screening will be referred to an evidence-based home visitation program for more intensive and sustained support. When fully operational in 2016, it is anticipated that *Welcome Baby* will serve about 34,000 women a year—roughly 25 percent of all births in Los Angeles County.

The following are other highlights from FY 2013–14:

- Quality preschool slots were provided to 9,307 4-year-olds.
- Rental assistance and supportive services were provided to 877 children ages 5 and under and their families who were homeless or at risk of homelessness.
- Targeted intensive family support was provided to 1,402 children and their families at risk of child maltreatment.
- Access to substance abuse services was provided to 916 parents who were clients of the Department of Children and Families Services.
- Home visitation and early care and education were targeted as policy priorities by First 5 LA, contributing to greater outreach, education, and advocacy efforts in Los Angeles, Sacramento, and Washington, D.C.

Madera County

Through its investments, the goal of First 5 Madera County is to ensure that children are healthy, families are strong, and children are learning. It strives to serve the families of Madera County through the promotion of meaningful, lasting programs that greatly contribute to the betterment of the community.

During FY 2013–14, one of the most significant accomplishments of First 5

Madera was the *Oral Health Initiative*. With a funding investment of \$40,000, this program provided oral health screenings and referrals in a school-friendly setting, using the tooth fairy concept to entice children and counter some hesitations that many children have for the dentist. The program screened 458 children. Of these, 45 percent (n=209) were referred for services, meaning they needed services based on their screenings. The findings of the screenings demonstrated that 22 percent (n=45) did not have a dental home. A total of 78 percent (n=165) of families that indicated their children had a dental home demonstrated the need for services. Further data regarding the intensity of the need and population served is being reviewed. First 5 Madera is using this information to determine future policy and programming.

Early identification is key to prevention and treatment. In FY 2013–14, 185 first-time parents received case management via the *First Parents Program*. The program performed 1,140 screenings, including Denver II, Ages and Stages Questionnaires®, Ages and Stages Questionnaires: Social-Emotional, NCAST Feeding and Teaching, and Life Skill Progression. Of the various screenings, two children were identified as having concerns.

In addition, 159 families received intensive multidisciplinary services via the Healthy Beginnings Program. Of the cases closed in 2013–14, as of September 2014, none of the families had any recurrence of maltreatment.

Marin County

Through its investments, the goal of First 5 Marin County is to build public support for children’s health and school readiness, promote shared responsibility in support of children and families, build partnerships and increase resource leveraging, and create a community that puts children at the center of the agenda.

During FY 2013–14, one of the most significant accomplishments of First 5 Marin was the creation of the *Marin Strong Start* movement—a grassroots (and “grasstops”) effort to improve

equity of opportunity for all children in Marin County. *Marin Strong Start* has proposed a ballot measure asking for a 1/4 cent sales tax to support underserved children. First 5 Marin supported the work to build a broad coalition of supporters, conduct extensive community engagement, and craft an expenditure plan.

The proposed measure would provide approximately \$10 million annually to:

- Increase the number of children attending preschool and prepare children for success in school
- Expand afterschool/summer learning programs for reading, writing, and math achievement
- Provide affordable child care for infants, toddlers, and young children
- Expand health care for underinsured children



- Support early identification of physical, developmental, and emotional issues

Marin Strong Start has conducted professional polling and has worked with a campaign consulting team to help ensure the success of the ballot measure (tentatively slated for November 2016). It worked with the Board of Supervisors throughout and has secured the board’s endorsement as well as financial support.

Other highlights during FY 2013–14 included:

- The creation of *The Marin Communications Forum*. This program provides free monthly workshops to community partners to expand their skills and knowledge

in communications, outreach, and advocacy. These workshops have become extremely popular, with topics ranging from media and social media (Facebook, Twitter), to legislative advocacy and outreach to the Spanish-language community.

- Publication of multiple opinion editorials, in an effort to contribute regularly to the “thought leadership” for children’s issues in Marin County.
- A countywide policy breakfast for 250 community leaders with a keynote address by Chris Hoenig from the California Budget Project (CBP). The keynote focused on the high cost of living in Marin County (based on CBP’s online tool called “Making



Ends Meet: How Much Does it Cost to Raise a Family in California?” [<http://cbp.org/MakingEndsMeet>])

Mariposa County

The following accounts help share the work of First 5 Mariposa County. This year, First 5 Mariposa funded a *Children’s Dental Health Program* for \$61,000; a *School Readiness Program* funding three preschools (Catheys Valley, Greeley Hill, and Lake Don Pedro) for \$162,384; three mini-grants for \$5,000 or less; and the Comprehensive Approaches to Raising Educational Standards (CARES) Plus grant with First 5 California. In addition, First 5 Mariposa was involved in the 15th anniversary of First 5, the Board of Supervisor’s recognition of the Hero

Award recipients, the Safe-at-Home fairs in Coulterville and Mariposa Township, and the children’s Fall Festival in October.

Children’s Dental Health Program (Burney Stephens, Dental Hygienist):

The *Children’s Dental Health Program* provides dental education, screenings, referrals, and some financial assistance for dental services. Three local dentists provide a discount to assist with children who have serious dental concerns. The highlights of the program have been the dental screenings and the referrals to local dentists. Children who have been in pain with tooth decay have received services. This year, the hygienist provided dental screenings throughout the county and made more than 50 referrals to local dentists as a result of home visits as well as preschool and community screenings. This program is in only its third year of funding; however, the screenings and referrals have already been invaluable. During this year, 52 children and 72 parents were served. The program focuses largely on education and prevention. The dental hygienist visits all preschools, child care programs, and community fairs and events, providing toothbrushes and other materials as part of the program.

Transitional Kindergarten Aide:

First 5 Mariposa funded an instructional aide in the Transitional Kindergarten classroom at Mariposa Elementary School. Mariposa Elementary School is currently the only full service Transitional Kindergarten class in Mariposa County School District.

The instructional aide has made a positive difference in the Transitional Kindergarten classroom, with children receiving individualized attention and more one-on-one instructional time.

Sierra Foothill Charter School

Transitional Kindergarten Classroom

Materials: The listening center and associated compact discs and books are powerful learning tools. This provides practice for essential reading skills, including decoding, listening, and comprehension. The station also has an iPod that can be attached for music and

to record personal stories. In addition, three iPads were purchased with a match from a parent.

Transitional Kindergarten Special Education Classroom Equipment:

This First 5 Mariposa mini-grant funded bicycle helmets. Children became aware of the need to wear a helmet while riding their tricycles. The tandem tricycles encourage cooperative play, sharing, and caring for others.

School Readiness Program (Catheys Valley, Greeley Hill, and Lake Don Pedro Preschools):

The School Readiness Program has been invaluable by providing preschool to children throughout Mariposa County, along with transportation and services in the mountainous regions of Mariposa. As a result of the program, the children entering kindergarten are socially, academically, behaviorally, and emotionally ready for school. The program provides hands-on activities that are developmentally appropriate in a play-based atmosphere. The staff provided music, art, literacy, and centers with manipulatives and circle time that focused on school readiness, including kindergarten visits. Parents are encouraged to work in the classrooms and are involved in the home visitation/literacy programs.

15 Year Anniversary Recognition and Proclamation by the Board of Supervisors:

First 5 Mariposa received a proclamation by the Mariposa Board of Supervisors for serving Mariposa County for 15 years and making a difference in the lives of the children in Mariposa County.

Comprehensive Approaches to Raising Educational Standards (CARES) Plus Grant Training on Working with Special Needs Children:

First 5 Mariposa held a training on Saturday, April 12, 2014, with the theme and focus that child care providers can successfully include children with disabilities or other special needs in the program while promoting belonging for all children. Nine CARES Plus participants attended the workshop on working with special needs with presenter Susan Thomas from California Preschool Instructional Network.

Mendocino County

Through its investments, the goal of First 5 Mendocino County is to improve parenting and decrease substance abuse among parents of children ages 0 to 5. In the 2013–14 program year, First 5 Mendocino adopted a new strategic plan focused on these dual priorities. Major accomplishments in addressing parenting and substance abuse prevention in 2013–14 included:

- Development of new initiatives in the amount of \$82,000 to reduce parental substance abuse, including funding and designing a pilot *Recovery Parenting Program* in collaboration with the Family Dependency Drug Court at the Mendocino County Superior Court. This innovative work led to recovery-focused *Triple P Positive Parenting Program* classes in both Ukiah and Fort Bragg. First 5 Mendocino also funded local detox residential drug treatment for pregnant women referred through the county's alcohol and drug treatment program when no other funding sources were available to women during the critical prenatal time period.
- Development of a Family Resource Center in southern Ukiah at the Alex Rorabaugh Recreation Center focusing on Spanish-speaking families. With funding from the county Health and Human Services Agency and First 5, the center offers a parenting “warm” line, community resource and referral, a Spanish parent/child playgroup, *Triple P* workshops and groups, health insurance and CalFresh application assistance, English-as-a-Second-Language conversation groups, a child safety program that offers professional installation and car/booster seats at a sliding scale, and *Music Together* sessions.
- Supporting *Signs of Safety* training for staff at Family Resource Centers and other public and private agencies as a strategy to reduce child abuse and neglect. (*Signs of Safety* is an evidence-based practice adopted by

Mendocino County Child Welfare to keep at-risk children safer).

- Improved parenting. First 5 Mendocino supports a countywide *Triple P* parenting program including a “warm” line for referrals, workshops, classes, and support groups; the Imagination Library (in collaboration with the Dollywood Foundation, the Mendocino County Library, and other local donors) to provide a book a month to children from birth to age 5; social marketing to promote breastfeeding in conjunction with Mendocino County Women, Infants, and Children (WIC) peer counselors; and community collaborations with WIC, preschools, and the inter-agency Mendocino County Food Policy Council to improve nutrition and fitness for children ages 0 to 5 and their parents.

Merced County

Through its investments, the goal of First 5 Merced County is to:

- Improve parents' (especially new parents') relationships with their children to make them more nurturing and engaging
- Improve the quality of care provided in out-of-home settings (including center-based care, family child care, and nonlicensed environments)
- Improve the system for early screening, referral, assessment, and services for children with developmental, health, social, emotional, behavioral, and other special needs
- Improve community-level awareness and acknowledgment of the critical need to prioritize and support structured action for change benefitting our youngest children (ages 0 to 5 years)
- Advocate for improvement and preservation of systems serving children ages 0 to 5 years at the local and state levels

During FY 2013–14, one of the most significant accomplishments of First 5 Merced was increased quality among identified Child Signature Programs 1

and 2. With a funding investment match of \$525,125, this program maintained quality in identified Quality Enhanced classrooms and continued improvement across the Maintenance of Effort classrooms. Targets of family engagement and coaching for teachers were reached. Specialized training was offered reflective of classroom- and child-level work. A large number of reliable assessors for Early Childhood Environment Rating Scale (ECERS) and Classroom Assessment Scoring System® (CLASS) were trained. Training was offered with an emphasis on social, emotional, and developmental screening as well as individualized teaching strategies, which also were offered to neighboring counties and partnering agencies.

During FY 2013–14, First 5 Merced also:

- Provided support for a local Parent Leadership Training Institute event for over 450 parents
- Engaged in a new contract with UC Merced for a virtual resource center
- Increased overall reach through Facebook
- Completed a countywide breastfeeding survey and support for a Baby-Friendly hospital
- Maintained 11 Child Signature Program 1 Quality Enhanced classrooms (morning and afternoon) and one “full-day” classroom

Modoc County

Through its investments, the goal of First 5 Modoc County is to ensure that each and every child in Modoc County is in an environment that is conducive to optimal development, and to ensure that the parents and families have the first option to be primary caregivers and teachers for their 0 to 5-year-old children.

During FY 2013–14, one of the most significant accomplishments of First 5 Modoc was the Modoc County Public Health *Healthy Beginnings* program. With a funding investment of \$55,950, this program provided a home visiting program focused on strengthening and improving positive parent-infant

interaction, healthy infant development, and parental competencies. The total number of families served this year was 32. This is the seventh year of this program and it continues to grow, providing much needed support and services to Modoc County families.

Other accomplishments from FY 2013–14 included:

- The Modoc County Office of Education School Readiness in State Preschool program, with a funding investment of \$49,041, was able to provide preschool opportunities and family support for 10 additional children and families in Modoc County.
- The TEACH, Inc., Tulelake/Newell Family Resource Center, with a funding investment of \$27,538, was able to provide Family Resource Center services and activities to the families of Modoc and Siskiyou counties. This program also collaborates services with First 5 Siskiyou.
- Comprehensive Approaches to Raising Educational Standards (CARES) Plus, with a funding investment of \$38,456, was able to continue our professional development program for early educators designed to improve the quality of early learning programs by focusing on increasing the quality, effectiveness, and retention of early educators. Twelve CARES Plus participants completed their program requirements this year. This program is made possible with funding and support from First 5 California.

Mono County

First 5 Mono County's overarching goal is to enhance the network of support services for families with children ages 0 to 5. In FY 2013–14, investments were made in home visiting, school readiness, family behavioral health, oral health, child safety, and child care quality. The result areas for First 5 Mono are that Mono County children ages 0 to 5 are: 1) educated to their fullest potential, and 2) are healthy.

One of First 5 Mono's most significant accomplishments in FY 2013–14 was a

partnership with the county's only local hospital (Mammoth Hospital) to provide the course fees for labor and delivery nurses to become Certified Lactation Educator-Counselors (CLEC). The increase in hospital staff's knowledge, coupled with in-hospital lactation education provided by First 5 Mono's home visitation program staff (who also are CLECs), helped increase the percentage of exclusive breastfeeding at hospital discharge from 60 percent in 2010 to 81 percent in 2013. In this three-year span, First 5 Mono also partnered with Mammoth Hospital to provide new mothers with breastfeeding bags at hospital discharge instead of formula bags.

Some highlights from First 5 Mono's FY 2013–14 indicators are:

- Thirty-nine percent of children birth to 5 lived in households in which parents and other family members received: 1) child-development and parenting education, and 2) information about appropriate community services.
- Eighty-five percent of children received support transitioning to kindergarten.
- Eighty-six percent of moms in First 5 Mono's home visiting program sustained breastfeeding to 12 months.

Monterey County

The mission of First 5 Monterey County is to serve as a catalyst to create sustainable change in systems, policies, and practices that enrich the development of children in their first five years of life. First 5 Monterey focuses on three vision areas:

Parenting Development: Programs that maintain relationships with parents to build knowledge, skills, and confidence in parenting

Child Care Quality: Programs that enhance child care provider and caregiver education, child care environment quality, child care workforce development, and parent-teacher interactions

Mental and Physical Health: Programs that provide a coordinated system of screening, referrals, and services for children with special

needs, including emotional delays, and coordinated, flexible, and individualized support; and services for children who have experienced trauma or prenatal exposure to drugs or alcohol

Through its investment of \$7.2 million in FY 2013–14, First 5 Monterey provided services to more than 23,000 young children, parents, and providers. One of the most significant accomplishments of First 5 Monterey was support for the *Early Childhood Development Initiative (ECDI)*. In the past year, ECDI has developed a strategic vision, road map, and action plan to help children from the prenatal stage through third grade reach their full potential. A collective impact framework is being used to bring together multiple sectors of the community. ECDI has received financial support from the Packard Foundation, Community Foundation for Monterey County, and the Monterey County Board of Supervisors.

Some additional highlights during FY 2013–14 included:

- Building leadership within the early educator community. Early educators who participate in technical assistance programs prepare presentations about their work to share with each other and other interested providers through seminars held several times a year, each drawing more than 150 early childhood development providers throughout the county.
- Sponsoring a highly acclaimed Infant-Family Early Childhood Mental Health training series designed to strengthen family-centered, relationship-based knowledge and skill among diverse professionals.

Napa County

Through its investments, the goal of First 5 Napa County is to support a comprehensive system of services that ensures children ages 0 to 5 will enter school healthy and ready to learn.

During FY 2013–14, First 5 Napa made a \$68,400 investment in a local family resource center's *Healthy Families America (HFA)*, home visiting program.

The HFA program served 27 “high-risk” families to prevent child maltreatment and strengthen and stabilize the family. Families are receiving needed services and 190 referrals were made.

“High-risk” families received services that improved family and parent strengths:

- Eighty percent of clients remained stable (36 percent) or improved their ability (44 percent) to access social supports.
- Sixty-eight percent of clients remained stable (28 percent) or improved (40 percent) their satisfaction with being a parent.
- Fifty-two percent of clients maintained (8 percent) or improved (44 percent) their problem-solving skills.
- Home visitors provided support, resources, and services to ensure children are receiving wellness services. In the last year:
- A total of 35 children received Ages & Stages Questionnaires® (ASQ), Third Edition, and ASQ:Social-Emotional screens at regular intervals.
- A total of 81 percent of children are up-to-date on immunizations.
- All children have a medical home and health insurance.

Nevada County

Through its investments, the goal of First 5 Nevada County is to—in partnership with the community—create, foster, and support programs that promote health, wellness, and child development for children ages 0 to 5 and their parents. Its current major investments are in family resource centers, home visiting, children’s behavioral health services, school readiness programs, community collaboratives of family-service agencies, and a quality child care rating program.

During FY 2013–14, one of the most significant accomplishments was the Foothill/Truckee Healthy Babies (FTHB) program’s achievement of accreditation with the evidence-based *Healthy Families America* (HFA) model. A national review team rated FTHB in all 117 of the HFA best practice standards. As part of

accreditation, FTHB will engage in continuous quality improvement, using data on program service delivery and outcomes to continually improve services. FTHB has been supported with First 5 funds for 15 years, initially serving 20 families; this investment has now been leveraged to serve 120 families with the addition of Federal Home Visiting dollars through the California Maternal, Infant, and Early Childhood Home Visiting Program. With a funding investment of \$83,000, this program provided intensive services to 27 of the total 170 families served by FTHB in FY 2013–14. Home visitors provide regular developmental screenings of children using Ages & Stages Questionnaires® (ASQ) and ASQ:Social-Emotional as well as regular screenings of mothers for perinatal mood disorders (Edinburgh) and relationship violence (Women’s Experience with Battering Scale). Children and parents with identified needs are connected to services, often with a warm hand-off. Home visits follow curriculum on child development and building positive parent-child interactions to encourage the development of a secure attachment. Families identify goals they wish to work on. Among those served for three months or more in FY 2013–14, 81 percent had attained or made substantial progress on at least one goal they had set for the year. Home visitors assess health insurance status of mothers and children, making sure each has insurance, is connected to a medical home, and is receiving preventive medical care. In a county where less than 73 percent of entering kindergartners are fully immunized, 100 percent of FTHB-enrolled infants and toddlers are on target to be fully immunized.

Other accomplishments in FY 2013–14 included:

- In the summer kindergarten preparation classes, teacher observation showed that, on average, children who had had no preschool showed growth in 8.33 areas on a modified Desired Results Development Profile, which was scored on 18 school-readiness-related areas.

- A total of 863 parents of 1,014 children ages 0 to 5 were served in four family resource centers; this is a growth in the number of children served of 7 percent from the prior year, though available funding was reduced at all centers.
- The STAR child care rating program has grown to include 12 centers, five large family child care homes, and four small family child care homes; 52 percent achieved the highest rating by a professional after at least a year of self-study.

Orange County

First 5 Orange County serves as a convener, planner, and sponsor to implement programs in four goal areas—healthy children, early learning, strong families, and capacity building—to achieve the vision that all children are healthy and ready to learn.

In FY 2013–14, one of the most significant accomplishments was the expansion of autism services. Last year, First 5 Orange invested \$7 million that was matched by the Thompson Family Foundation. This year, The Center for Autism & Neurodevelopmental Disorders opened in a new 21,500-square-foot facility, increased the number of providers from 15 to 50, increased annual visits from 3,000 to 21,000, and now provides treatment in addition to evaluation and diagnosis. With the match funding, the center is now open to children from infancy to age 22. First 5 Orange continues to provide over \$1.5 million for annual operations and services for young children.



Other highlights included:

- **Early Childhood Science, Technology, Engineering, and Math (STEM) Conference:** First 5 Orange and its early learning manager THINK Together partnered with the Children's Center at Caltech in February 2014 for the first annual Orange County Early Childhood STEM Conference. The conference included a panel presentation with represen-



tatives from business and early and higher education to discuss the skills children need to develop for the 21st century workplace. More than 500 early educators and others interested in early STEM education attended the two-day conference. First 5 Orange funds 27 Early Learning Specialists in 25 school districts throughout Orange County. The conference was developed to respond to the Early Learning Specialists' request for professional development to better understand how to incorporate math and science into their curriculums.

- **Regional Common Data System:** Four southern California First 5 county commissions participated in a multi-commission application process this year for a joint database vendor to reduce costs, achieve efficiencies, and improve outcomes reporting by the southern California region. In Orange County, the new agreement

represents an annual savings of \$41,000 to \$63,000 depending on the number of participating counties. As tobacco tax revenue declines, these cost savings will be redirected to programs that serve children. The new system was operational in April 2014 and the collected data is used to inform local program improvements and renewal decisions, and provides the data reporting as required to First 5 California. The regional common data system is now being used by six southern California First 5 commissions and is expected to ensure joint planning in relation to developing common data for evaluation and communicating regional results.

Placer County

First 5 Placer County believes all children are its children, and works to create an environment that supports its children and their families in reaching their full potential. In order to achieve this vision, First 5 Placer focuses on early childhood development and supports and builds on existing collaborative efforts by bringing together diverse perspectives, communities, and resources to assure comprehensive, integrated strategies, and holistic, family-centered, sustainable approaches.

First 5 Placer began to implement a *Strengthening Families and Community Protective Factor* framework with its funded programs as of January 2011. The approach is described in the First 5 Placer Strategic Plan 2011–16. In FY 2013–14, First 5 Placer provided significant contributions toward strengthening families with children ages 0 to 5 and built community capacity to support parents, family members, and service providers. The funded programs' self-assessment, addressed through the results of an end-year organizational survey, indicated that agencies offer a range of services that support positive change across the protective factors, including strategies that support both family and community strengthening.

During FY 2013–14, one of the most significant accomplishments of First 5 Placer was the planning for and

development of a children's early trauma treatment center. Placer County Health and Human Services Children's System of Care, in collaboration with Sacramento County, developed agreements for a shared, regional center for children and families to provide early care and education, including a range of wrap-around and therapeutic services needed for children ages 3 to 5 years who have experienced trauma. The center will be operated by Children's Receiving Home of Sacramento (CRH) through a contract with the County of Placer.

Other highlights from the overall evaluation findings for FY 2013–14 indicate that through First 5 Placer investments:

- Parents increased their individual and family social connections; improved their knowledge of and connections to community resources; and enhanced their resilience.
- Parents improved their knowledge of parenting and child development, and their ability to nurture and support their children's development.
- Family and community strengthening messages were used in active community education.
- Service networks and systems were developed, used, and strengthened.
- Families and stakeholders were offered opportunities for participation in strengthening their community.

Plumas County

In FY 2013–14, First 5 Plumas County focused its resources on sustaining its ongoing, intensive home visitation for pregnant women and children through age 5. The program is modeled after the Healthy Families America model of home visitation. Desired outcomes include greater access to health and dental care, improved parenting skills, improved family literacy, father involvement, and creating home environments that are supportive of optimal child development.

In FY 2013–14, four home visiting programs worked toward shared outcomes, gathered information on standardized instruments to measure

changes in family functioning and health access, and used a single integrated database to record clients and services. First 5 Plumas developed Memoranda of Understanding between the agencies operating the Home Visiting Program, and created a common consent form which allowed for sharing information across programs to better serve clients. In its second year of operation, the program served 82 families in ongoing home visitation, conducted 1,244 home visits, and met its desired goals for improved health access and family functioning. In FY 2013–14, First 5 Plumas invested \$150,000 in the home visitation initiative.

Other accomplishments in FY 2013–14 included:

- Creation of a strong collaborative relationship with the California Department of Social Services, Child Welfare Services unit
- Collaboration with health department staff to ensure that children in foster care are assessed with the Ages and Stages Questionnaires® and that appropriate follow up takes place
- Shared training opportunities across programs so that staff from the various agencies had opportunities to share experiences and insights and learn new home visiting skills

Riverside County

Riverside County is invested in a range of early care and education and health services, with the goal of helping to ensure children's success in school and throughout their lives. The range of First 5 Riverside County investments includes promotion of parent and caregiver education to assist early learning everyday practices, increased access to quality child care and preschool services, early care and education workforce development; and improved quality health care services for asthma, breastfeeding support home visitation services, health access, nutrition and physical activity, oral health, special needs child care, and targeted home visitations for high-risk families.

During FY 2013–14, one of the most significant accomplishments of First 5 Riverside was the establishment of the University of California, Riverside (UCR), School of Medicine Pediatric Residency Program. With a funding investment of \$5,000,000 over four years, this program is designed to address the drastic shortage of pediatricians in Riverside County and help support building new primary care pediatric capacity in Riverside County. This program has four objectives: establish a primary and ambulatory care-oriented pediatrics residency at the UCR School of Medicine's Riverside County Affiliates; develop a health-outcomes research program to assist pediatric residents and program faculty in developing projects to assess the impact of public health interventions on children 0 through 5 years of age, including but not limited to First 5 initiatives now and in the future to measure their impact on our community; launch an innovative loan-to-scholarship program that provides an additional incentive for students who receive their medical doctorate at UCR School of Medicine to remain in Riverside County and practice primary care pediatrics; and develop and implement a prevention-oriented residency training curriculum that also incorporates the special health care needs of the patient population consisting of children 0 through 5 years of age, acceptable to the Accreditation Council for Graduate Medical Education.

Other highlights during FY 2013–14 included:

- A total of 991 children accessed quality child care services.
- More than 1,900 children were screened for asthma-related symptoms, and 159 environmental assessments were completed in child care facilities.
- Breastfeeding support services were delivered to over 10,000 mothers through the Helpline and Home Visitation Services.
- A total of 571 children were enrolled in health insurance.
- More than 15,000 children accessed oral health screenings, and 1,600

received treatment with First 5 Riverside funds.

- More than 6,000 children received mental health screenings, and almost half of these children received treatment services.

Sacramento County

First 5 Sacramento County served approximately 70,130 children, parents, and providers in Sacramento County through the work of 38 contractors.

Highlights included:

- **Effective Parenting:** The *Birth & Beyond* Program provided parent education, crisis intervention, and home visitation services through nine Family Resource Centers throughout Sacramento County. During FY 2013–14, the program served over 13,000 individuals (children and caregivers). A recently released cumulative study of referrals to Child Protective Services (CPS) for 1,943 families receiving home visitation for at least three months demonstrated that the rates of CPS reporting pre-, during, and post-program declined for both a cohort of families with prior CPS history and for families without prior referrals to CPS. Altogether, 48 percent of families enrolled without CPS history increased to 84 percent without referrals to CPS post-program. Among the 52 percent of *Birth & Beyond* families with a CPS history, only 16 percent had new referrals post program.
- **Reduction of the Number of Disproportionate African American Child Deaths:** First 5 Sacramento allocated \$3.4 million over an 18-month period focused on the reduction of perinatal condition deaths, infant sleep-related deaths, and child abuse and neglect homicides in the African American community. Efforts included educational campaigns and cultural broker programs to provide outreach, education, and support services. The efforts also included the opening of a new Family Resource Center.

- **School Readiness:** First 5 Sacramento is actively engaged in statewide Quality Rating and Improvement System efforts and funds preschool, playgroups, parent engagement, kindergarten transition programs, and comprehensive screenings in 37 high-needs school communities. During the 2013–14 school year, Sacramento school readiness programs served over 10,300 individuals.
- **Oral Health:** First 5 Sacramento continues to support five children’s dental centers that offer free or low-cost dental services. Combined, the five centers served 2,200 children. Sacramento also funds the Smile Keepers Mobile Dental Van that provided dental screenings and fluoride varnishes to more than 7,400 children at schools and community events. Additionally, First 5 Sacramento provided leadership and staff support for the Medi-Cal Dental Advisory Committee. Efforts involved working with legislators, the Department of Health Care Services, and multiple community partners to implement policy and systems changes necessary to improve dental care for children with Medi-Cal.
- **Media Efforts:** As of June 30, 2014, First 5 Sacramento had 2,264 followers on Facebook, 1,360 on Twitter, and 387 following 20 Pinterest boards. A two-month, multi-media campaign highlighting the Family Resource Centers generated a total of 1,436,550 impressions and 38,898 targeted text replies. Additionally, First 5 Sacramento took the lead in coordinating two regional media efforts: a 12-page English and Spanish publication titled “Bringing Home Baby,” focusing on prenatal through the first year of a child’s life; and a television campaign with Univision focusing on literacy, oral health, and safe sleeping.

San Benito County

Through its investments, the goal of First 5 San Benito County is to ensure that San Benito County’s children

thrive and reach their full potential at home, in school, in the community, and throughout life. To support its goal, First 5 San Benito has intentionally shifted from funding grants for individual programs to investing in initiatives that address multiple priority areas through coordinated systems and services. This funding strategy has broadened the reach and impact of First 5 San Benito’s investments.

During FY 2013–14, with a funding investment of \$260,000 and support from the David and Lucile Packard Foundation, First 5 San Benito implemented the *Family Wellness Program*, a countywide strategy that provides parent education and playgroup services for children ages 0 to 5 years and their families. Additionally, the agency established a *Family Wellness Program* network consisting of representatives from eight partnering sites, including schools and early education centers serving children and families. Services targeted families from priority populations such as rural, low income, children with special needs, migrant, and families with limited-English proficiency. The *Family Wellness Program* framework is aligned with emerging research and uses an approach to strengthening families by building evidence-based, protective factors around the youngest children through supporting their families. Research demonstrates that these protective factors can form a buffer of sorts around the family, which can reduce the incidence of child abuse, neglect, and poor developmental and academic outcomes. Protective factors related to adult family members include: 1) parental resilience; 2) an array of social connections; 3) adequate knowledge of parent and child development; 4) concrete support in times of need; and 5) access to quality early learning opportunities.

Parents who participated in parenting programs showed a statistically significant increase in the following areas:

- Confidence in helping their children grow and develop

- Family support with parents reporting that they could easily find someone to talk to when they needed advice about raising their children
- Knowledge of behaviors to use when talking with their children. A significant increase in parents who reported bending down to eye level when they talked to their children.
- At-home early literacy activities between the group at the beginning and end of the program. For example, half of parents reported having a routine for looking at books with their children in fall 2013, increasing to 61 percent in the spring of 2014. Children asked to look at books 3.9 times during the week prior to the survey in fall 2013. This increased to 4.4 times in spring 2014; the number of minutes they spent looking at books together rose from 18 minutes in fall 2013 to 21 minutes in the spring, a statistically significant increase.

San Bernardino County

First 5 San Bernardino County aims to promote, support, and enhance the health and early development of children prenatal through age five and their families and communities. This is accomplished through investments in the areas of health, family support, and early education, as well as support for systems improvement and capacity building efforts in the County of San Bernardino.

FY 2013–14 yielded many notable accomplishments and positive outcomes for our youngest residents and their families. One of the most significant investments was a comprehensive parenting education program utilizing the *Nurturing Parenting* curriculum. With a \$2.34 million investment, nine contracted agencies were able to provide 1,460 parents with education that evidence shows significantly decreases the likelihood of child maltreatment. Data collected before and after demonstrated that significant decreases in risk were achieved by participants.

Other highlights in FY 2013–14 included:

- A comprehensive year-round pre-school experience for 1,146 children
- Oral health treatment and care coordination for 496 children
- Support for eight communities at various stages of obtaining or maintaining their designation by the Department of Public Health as a “healthy community”

San Diego County

The goal of First 5 San Diego County is that all children ages 0 through 5 are healthy, loved, nurtured, and enter school as active learners. First 5 San Diego invests in programs that strengthen relationships essential for the healthy development of young children in four key areas: health, learning, family, and community.

During FY 2013–14, one of the most significant accomplishments of First 5 San Diego was the launch of *First 5 First Steps*, its new, targeted home visiting initiative serving pregnant and parenting teens, as well as low-income, military, immigrant, and refugee families across the county. Starting in October of 2013, this initiative provided intensive home visitation services to more than 300 families beginning prenatally or within the first few weeks of a child’s life.

Some additional highlights during FY 2013–14 included:

- A total of 90,000 children, parents, and caregivers were served by First 5 San Diego programs.
- A total of 20,102 children were screened for a developmental delay, and 6,477 received treatment for a developmental concern.
- A total of 6,235 children were screened for a behavioral delay, and 3,260 were treated for a behavioral concern.
- A total of 13,687 children received quality preschool in a school-based, community-based, or family child care setting.
- A total of 17,210 children and 4,344 pregnant women received dental exams.

- Care coordination services were given to 23,162 children and caregivers, and 5,269 parents participated in parent education services.
- The *Good Start* community awareness campaign achieved more than 70.5 million gross impressions.
- First 5 San Diego sponsored or participated in community events that reached nearly 141,000 San Diegans.

San Francisco

In FY 2013–14, First 5 San Francisco County invested \$32 million to ensure that all San Francisco’s children will thrive in supportive, nurturing, and loving families and communities. As a result of these investments, approximately 20,000 residents were served through 200 community programs, including 147 preschools and 25 family resource centers.

First 5 San Francisco’s *Preschool for All (PFA)* Initiative, jointly funded through San Francisco City’s Public Enrichment Funds and Proposition 10 revenue, continued to expand in 2013–14 with the creation of 216 new preschool slots and a total of 3,445 four-year-olds served in 247 classrooms. Nearly three out of every four participants were low-income children whose preschool enrollment would have been vulnerable to loss or disruption without the PFA tuition enhancements. Evidence-based assessment tools show that nearly 90 percent of assessed PFA classrooms are meeting cut-off scores (five out of seven) for high-quality environments and social-emotional support of children; 97 percent of surveyed parents report that PFA has helped prepare their children for kindergarten.

The following provides additional highlights from funded family support, health, and early child development initiatives:

- Approximately 9,000 parents and caregivers were served across the 25 First 5-funded Family Resource Centers; 1,045 participated in a curriculum-based parenting class



series and received before and after assessments of parenting practices. Results showed notable skill improvements for 82 percent of parents who had been above the problematic threshold at the start of the class series.

- First 5 San Francisco has joined the national Quality Rating Improvement System Race to the Top Initiative. In FY 2013–14, an independent consultant rated 130 PFA preschools. All sites received a score of three or higher on the five-tiered rating system; almost half, 41 percent, scored at the highest tiers four and five.
- In 2014 San Francisco became a *Help Me Grow* Affiliate County. Support for Families Family Resource Center oversees First 5 San Francisco’s early identification and intervention system through a phone line; parent education, advocacy, and support; provider training; and site-based technical assistance. During FY 2013–14, information and referral was provided to nearly 1,000 parents, caregivers, and professionals with concerns or questions about a child’s development. Over 500 providers were trained on child development, *Ages and Stages Questionnaires®*, and partnering with families. More in-depth and on-site technical assistance was given to 24 preschools.

Through contributions from public health nurse consultants, mental health consultants, trained early childhood education providers, and trained FRC staff, a total of 9,091 health and developmental screenings were conducted for children ages 0 to 5.



San Joaquin County

Through its investments, the goal of First 5 San Joaquin County is to ensure that all San Joaquin County children will thrive in supportive, nurturing, and loving environments; enter school healthy and ready to learn; and become productive, well-adjusted members of society.

During FY 2013–14, one of the most significant accomplishments of First 5 San Joaquin was the investment in the *Preschool Initiative*. With a funding investment of \$4.8 million, this initiative provided preschool spaces with comprehensive services for 886 3- and 4-year-olds. Seven school districts and community-based organizations received funding under this initiative. Data from the 2014 Preschool Newsletter demonstrates that programs serve diverse populations living in high priority communities with Academic Performance Index scores of 1-5 and selected school attendance areas designated eligible

under Title I of the Federal Education Act to improve academic achievement for the disadvantaged. First 5 San Joaquin County preschools provide services to children with high needs, including those who are homeless, living in poverty, those with severe behavior problems, mental health issues, and special needs. Over half the children who participated were dual language learners. To respond to the needs of children and families, First 5 San Joaquin preschool programs provide a range of services including:

- Parent engagement activities
- Developmental screening
- Behavioral specialists and intervention services
- Inclusion programs (collaboration with special education)
- Family support specialists
- Family literacy (*Raising a Reader*)
- Kindergarten transition programs
- Home visits
- Trainings and staff development opportunities for teachers and staff

Additional highlights during FY 2013–14 included:

- Approximately 16,500 children, parents, and expectant parents received services from First 5 San Joaquin.
- More than 3,000 families received a nutrition and physical activity program in their home, or at their child's preschool or child care.
- Approximately 890 children received vision and hearing screenings.
- Approximately 2,500 children received developmental screenings.
- Approximately 1,250 parents were reached with school readiness "Messages from the Pulpit" as part of the Faith-Based Community Initiative.

San Luis Obispo County

Through its investments, the goal of First 5 San Luis Obispo County is to ensure children thrive in nurturing, respectful environments and enter school healthy and ready to learn. First 5 San Luis Obispo allocates funds and advocates for quality programs and services, supporting children prenatal

to age 5, to ensure that every child is healthy and ready to learn in school.

During FY 2013–14, one of the most significant accomplishments of First 5 San Luis Obispo was the conclusion of a three-year community driven planning process, resulting in the expansion of children's oral health services in the central region of the county, the area with the least access to Denti-Cal provider dental homes. The process involved a collaborative effort among both public and private agencies including the San Luis Obispo County Children's Oral Health Coalition, the San Luis Obispo County Public Health Department (Oral Health Coordinator), the Partnership for the Children of San Luis Obispo County (Tolosa Children's Dental Center), the San Luis Obispo Noor Foundation, and First 5 San Luis Obispo. With a two-year funding investment of \$107,640 from First 5 San Luis Obispo, Tolosa Children's Dental Center will provide 368 annual preventive care appointments for approximately 175 unique children ages 0 to 5.

First 5 San Luis Obispo also accomplished the following during FY 2013–14:

- Expanded peer breastfeeding support for lactating women through our Babes At Breast Education and Support (BABES) program, a collaborative project with the local Women, Infants, and Children program
- Sponsored the 2014 Children's Oral Health Summit and supported the Children's Oral Health Coalition's Strategic Planning Review by hosting a number of Oral Health Forums with the goal of advancing children's oral health in the county
- Funded a television and web media campaign promoting April as Child/Child Abuse Prevention Month and the Children's Bill of Rights for San Luis Obispo County
- Advocated for and received a proclamation from the San Luis Obispo City County for the local Children's Bill of Rights, an aspirational framework spearheaded by First 5 San Luis Obispo as part of its strategic plan

- Celebrated the groundbreaking of the Uptown Family Park in Paso Robles, next to the school readiness site, on land that was purchased by First 5 San Luis Obispo
- Commemorated the 15th Anniversary of Proposition 10 as the San Luis Obispo County Board of Supervisors adopted a resolution marking the milestone
- Broadened First 5 San Luis Obispo advocacy efforts with a presence at a dozen farmers' markets, festivals, fairs, and other community events

San Mateo County

During FY 2013-14, First 5 San Mateo County maintained its multifaceted investments in programs supporting all aspects of a child's early years, including early learning, child health and development, family support and engagement, and communications and systems change. Supported by \$8.4 million in community investments, its funded partners provided 26,980 services to children, parents, and providers, and distributed 4,719 *Kits for New Parents*.

During the past fiscal year, one of the most significant accomplishments of First 5 San Mateo was driving a systems-level Children's Oral Health Workgroup. Along with partners including local health care districts, dental societies, and public dental clinics, this initiative examined oral health access and utilization data for children with public health insurance, one of the largest and most persistent inequities in the county. Only 45 percent of children ages 1 to 5 on Denti-Cal have visited a dentist in the past year, compared with 77 percent of all children ages 1 to 5. Parents of children on Denti-Cal cite long wait lists and a lack of providers as the primary reasons they are unable to take their children to the dentist. Based on this data, the Children's Oral Health Workgroup is embarking on a strategic planning process to further this work, with the goals of increasing the utilization rates for preventive dental care for young children on public insurance as well as increasing the capacity of dental

providers to accept more patients on Medi-Cal.

Other highlights from FY 2013-14 included:

- Analysis of First 5 San Mateo's 2013 Parent Story Survey. This representative survey of parents with children ages 0 to 8 yielded these key findings:
 - High rates of parents reporting a sense of social isolation and challenges developing a parenting support network. This was particularly salient for mothers of infants and toddlers who did not have family nearby.
 - Low-income parents were much more likely than middle- to high-income parents to report relying on professionals and service systems for parenting support.
- Continued involvement in *The Big Lift*, a local collective impact initiative designed to improve rates of third-grade reading proficiency through four pillars of investment and community engagement:
 - High quality preschool for 3- and 4-year-olds
 - Inspiring summers for children in preschool through third grade
 - Reducing chronic absenteeism
 - Family engagement in their children's education
- Strategic planning process for 2015-20, resulting in a commitment to a more intentional focus on community partnerships that result in sustainable and meaningful improvements in policy and systems supporting the well-being of children ages 0 to 5 and their families

Santa Barbara County

Through its investments, the goal of First 5 Santa Barbara County is to devote its funding and organizational capacity in the following two primary areas:

- Family Support:
 - Parent education and support
 - Intensive case management, information, and referral/linkages to services with follow up
 - Child and maternal health access

Early Care and Education:

- Improving the quality of existing child care and preschool services
- Creating new quality child care and preschool services and expanding access

First 5 Santa Barbara also has a focus on three secondary areas: capacity building and systems change; communications and health insurance; and access for children.

During FY 2013-14, one of the most significant accomplishments of First 5 Santa Barbara was its investment in family support. With a funding investment of \$691,000, this initiative, through its network of family resource centers, provides intensive case management, and resource and referral services as well as screenings of children for developmental delays and health issues. Of particular importance is this initiative's partnership with the county's Child Welfare Services and other agencies on reducing child abuse through the Differential Response/Front Porch Project. This effort has resulted in a dramatic decrease in the percent of Differential Response clients with child abuse referrals at one year after intake. In FY 2008-09, the county rate was 30 percent. In FY 2012-13, the last year with complete data, the rate had decreased to just 3 percent. The result is that children in Santa Barbara County are growing up in safer home environments as a result of First 5 Santa Barbara services and the partnerships with Child Welfare Services (lead agency), Community Action Commission, and Child Abuse Listening Mediation is embarking on a strategic planning process to further this work.

Other highlights for FY 2013-14 included:

- Twenty-four percent of licensed child care centers within the county are now accredited by the National Association for the Education of Young Children.
- All parents who had at least two assessments in the Family Development Matrix (FDM) had positively statistically significant improvements in all core FDM

indicator areas. These included nurturing, parenting skills, family communications skills, basic needs, child health insurance, community resource knowledge, as well as other areas.

- Parents participating in the family support initiative report that their access to services went from 54.7 percent at “Safe/Self-Sufficient” after the first assessment to 88 percent after the second assessment.
- There was a statistically significant improvement in enrollment of children ages 0 to 5 in health insurance, from 82 percent at intake to 96 percent at follow-up ($p < .001$), and dental insurance, from 81 percent to 96 percent (X^2 ($p < .001$).

Santa Clara

The goals of First 5 Santa Clara County are to ensure that children are born healthy and experience optimal health and development; families provide safe, stable, loving, and stimulating homes; children enter school fully prepared to succeed academically, emotionally, and socially; neighborhoods and communities are places where children are safe, neighbors are connected, and all cultures are respected; and systems are responsive to the needs of children and families.

During FY 2013–14, one of the most significant accomplishments of First 5 Santa Clara was progress made on the Universal Developmental Screening Project. First 5 invested a total of \$593,402 in the Project last fiscal year,

with \$120,065 of that total leveraged through county mental health department funding. First 5 leveraged the longstanding relationships with the leadership of county agencies and the Board of Supervisors to move toward the goal of Universal Developmental Screening. The aim of the Project is to ensure developmental screening with a standardized tool for children birth through age 5 is routinely conducted during well-baby and well-child checks in pediatric clinics and practices throughout Santa Clara County.

Other accomplishments in FY 2013–14 included:

- Development of a Collaborative Cross Systems Governance Structure. The Systems Workgroup focuses on system elements of this project, including policy enactment, integrating screening information with the County’s Electronic Health Record system, and dissemination of information.
- Implementation of a Universal Developmental Screening pilot at three county pediatric clinics
- Integration of prenatal screening planning that uses a standardized screening tool into the Universal Developmental Screening project
- Screening of 5,336 children through three county pediatric clinics since January 2013. Approximately five percent of children screened showed some type of developmental or behavioral concern and were referred to the Early Start Program and/or the KidConnections Network of Providers.
- Investment in Gardner Family Health Network to implement computer-assisted screening at four pediatric health clinics. The number of children screened was 2,701; of those screened approximately 10 percent showed some type of developmental or behavioral concern and were referred to KidConnections Network of Providers for additional services.
- Approval of the use of the Ages and Stages Questionnaires® iPad application in the Santa Clara Valley Health &

Hospital System by the County Chief Information Security Officer in June of 2014.

- Production of short video clips to accompany selected ASQ questions. The video clips will help eliminate the need for the time-intensive activity testing, improve efficiency, and further build language capacity and the option for caregivers to complete the ASQ independently of staff support.

Other significant highlights during FY 2013–14 included First 5 Santa Clara’s investments in and full implementation of:

- A Health and Wellness Initiative
- An Early Learning Initiative
- Race to the Top – Early Learning Challenge Grant
- Comprehensive Approaches to Raising Educational Standards Plus
- Child Signature Program 1 and 2

Santa Cruz

First 5 Santa Cruz County’s mission is to help children succeed in school and in life by investing in their health, early learning, and family support. Through these investments, First 5 Santa Cruz helps ensure that all children enter school ready to achieve their greatest potential.

In FY 2013–14, one of First 5 Santa Cruz’s most significant accomplishments was the ongoing implementation and success of its SEEDS of Early Literacy professional development program and the related Santa Cruz County Reading Corps. Through an investment of approximately \$451,000, First 5 Santa Cruz served 50 early educators, 12 Reading Corps tutors, and more than 550 children. The program saw an increase in the number of early education settings that provide high-quality support for language and literacy, as well as demonstrable gains in the preliteracy skills of children. Over the course of the program year, the percentage of participating classrooms demonstrating high-quality support for language and literacy increased from 18 percent to 100 percent.



In addition, the percentage of children at or above targets for letter naming in English (one of the key predictors of later reading success) increased from 20 percent to 60 percent for primarily English-speaking children and from 6 percent to 41 percent for primarily Spanish-speaking children.

Other key accomplishments in the past year included:

- First 5 Santa Cruz led a community effort to save the local Healthy Kids health insurance program. First 5 Santa Cruz convened community partners, rallied renewed support for the program, and developed a three-year sustainability plan.
- Braiding Race to the Top – Early Learning Challenge Grant and First 5 California Child Signature Program funding, First 5 coordinated the ongoing implementation of a local Quality Rating and Improvement System in Santa Cruz County, helping support and raise the quality of early care and education by providing professional development, assessment, rating, coaching, and technical assistance to 40 early care and education sites.
- Integrating local First 5 and Early and Periodic Screening, Diagnosis, and Treatment resources, First 5 Santa Cruz helped decrease the risk of child abuse and neglect by families referred to the Child Welfare System. More than 70 percent of participating families reduced their risk over the course of the program year. In addition, program participants that engaged in *Triple P Positive Parenting Program* services reported significant improvements in their parenting practices, their children's behaviors, and their levels of stress and anxiety.

Shasta County

Through its investments, First 5 Shasta County's vision is that all Shasta County young children are ensured optimal early development and are ready to enter school. First 5 Shasta uses its adopted strategic framework "Pathway to Children Ready for School

and Succeeding at Third Grade" and five selected Pathway Goals to guide its investment in early childhood. These goals include: Healthy, Well-timed Births; Health and Development on Track; Supported and Supportive Families; High-Quality Child Care and Early Education; and Continuity in Early Childhood Experiences.

During FY 2013–14, one of First 5 Shasta's most significant accomplishments was the development and implementation of the county's first kindergarten readiness assessment, the Kindergarten Readiness Snapshot (KRS). Building a new partnership with the Shasta County Office of Education and a funding investment of approximately \$20,000 ultimately provided teachers with a quick and easy-to-use comprehensive assessment tool and provided the county with valuable school readiness data. Over 900 kindergarteners were assessed throughout the county. Beyond the creation of an assessment and the gathering of countywide kindergarten readiness data, this project has produced systems change, including:

- Alignment of pre-K and kindergarten curricula
- Countywide sharing of data (KRS results are linked to student information data and results from other countywide assessments)
- A countywide definition of kindergarten readiness (California Department of Education Preschool Learning Foundations at 60 months)

This year, the KRS has been turned into an application that automatically generates custom reports for teachers and parents.

Other highlights during FY 2013–14 included:

- Distribution of 19,163 children's books through a wide range of community partners and at a variety of community events
- Preschool Parent Partners Program: Funded parent partners at preschool sites to address family basic needs, provide *Triple P Positive Parenting Program* elements to address problem behaviors in children,

improve family connections to preschool sites, and improve preschool attendance

- Shasta College: Partnered with the local community college to offer a community education course for child care providers on incorporating *Triple P* into their care settings and how to link families to *Triple P* services in Shasta County
- Bridges to Success: This program provides behavior management support and other evidence-based mental health services to parents and care providers of children at risk of being expelled from their preschool or child care settings.
- Bright Futures: This program includes an innovative English-as-a-Second Language (ESL) instruction component as a part of a broader parent education and support program. Through the loan of computers loaded with Rosetta Stone software, the program allows parents to learn English at times that are convenient for them. Having the computer in the home has led to spouses, children, and neighbors also accessing the ESL software to improve their language skills. As a result, participants have been able to better advocate for their children and to access new employment opportunities.

Sierra County

First 5 Sierra County piloted a new program during 2012–13 called *Music Together*. Due to its success, *Music Together* was added as an ongoing program in 2013–14, making it available to over 30 Sierra County children ages 2 to 5. Sierra County Health and Human Services provided a licensed marriage and family counselor with background working with preschoolers and a certificate of instruction from *Music Together* to conduct weekly music activities at a classroom in the Loyalton Elementary Public School. First 5 Sierra provided public relations and curriculum materials. The intent of the program is to create family interaction around a sophisticated and effective instructional

program in basic music. An ancillary but significant impact of the program is to immerse a qualified family counselor in an ongoing activity involving 3- to 5-year-old children, their parents, and the staff of the county's largest childcare center.

Music Together is a nationally recognized music training program for children that requires parent involvement, provides excellent take home materials and involves students in motion, singing, memorization, and musical basics like rhythm, harmony, melody and dance. The program is research based and has excellent evidence supporting outcomes consistent with First 5 Sierra's Strategic Plan.

The classroom is provided by Sierra Plumas Joint Unified School District free of charge, indicative of a mutual goal of increasing children's exposure to music appreciation and participation.

It was fortuitous that a member of Sierra County's Mental Health counseling team had background in *Music Together* and that a partnership could be forged that would support a great music program and place a counselor interactively with families potentially in need of special education services and behavioral intervention.

Three weekly sessions were offered during the school year. Children from three child care/preschool centers, children from the public school special education preschool, and children who attended with their parents were included in an annual average enrollment of more than 30 children.

Siskiyou County

First 5 Siskiyou County continues to invest in programs and services to improve lives for the youngest citizens of its frontier county. Nearly 80 percent of children from birth to age 5 and their families benefit from five Primary Initiatives:

- **Oral Health Education and Prevention:** A total of 436 children received oral health education, screening and as-needed treatment in 19 preschool events. In addition, 363 Oral Health Kits were distributed to

16 physicians to provide to pregnant mothers. These services resulted in the continued decreased rate of urgent care needs of preschoolers by 50 percent, as well as the acquisition of extensive knowledge about the importance of oral health by prenatal mothers.

- **Early Literacy Education:** In an effort to advocate for the equal access to higher levels of education through the building of home libraries (as proven to be an effective mechanism by various research studies), First 5 Siskiyou championed literacy-promotion education by distributing over 10,000 quality children's books, and facilitating the annual Read Across Siskiyou (RAS), which jump-starts the literacy promotion education. Over 40 RAS events occurred, with guest readers such as the Board of Supervisors and other elected officials, the city manager, early childhood advocates, and community leaders. Each year, these efforts provide children with equal accessibility with early education through books and daily reading with caregivers and parents.
- **Provider Capacity Building Trainings:** First 5 further aims to assure the well-being of children building the capacity of service providers through coordination of free, countywide, high-quality professional development trainings. This year, a total of more than 400 individuals attended nine countywide trainings. Of these participants, child-centered institutions like Court Appointed Special Advocates, Child Protective Services, early childhood educators, and Foster Family Agencies were represented. The merits of these trainings are not only manifested by the consistently high number of participants, but more importantly, attendees are vocal about the trainings' impact in showcasing the importance of empathy in dealing with their clients and increased knowledge about child development, the impact of trauma, and more.

- **Parenting Education Classes:** A total of 179 sessions of evidence-based parenting education series and workshops were offered throughout Siskiyou County in partnership with the Siskiyou Family Resource Centers, Community Services Council, and Collage of the Siskiyou Foster Family Program.

- **Family Resource Centers (FRCs):** Continued funding of the 10 FRCs assures First 5 services can be provided to the most rural of 5,000 square miles of this frontier county. The FRCs offer over 14,000 hours of drop-in services, including resource and referral, application assistance, life skills, nutrition and physical activity education and promotion, children's play groups, volunteer opportunities, and other family strengthening supports. More than 140 support groups and 119 family fun events and celebrations were offered during the current fiscal year.

- **Comprehensive Approaches to Raising Educational Standards Plus:** First 5 Siskiyou continues to collaborate with First 5 California to offer this important resource to early care and education providers throughout Siskiyou County. This resource has improved the quality of educational opportunities for the early childhood community.

Solano County

Through its investments, the mission of First 5 Solano County is to be a leader that fosters and sustains effective programs and partnerships with the community to promote, support, and improve the lives of young children, their families, and their community. Through its strategic framework, First 5 Solano funds services in the priority areas of: Health and Well Being; Early Learning and Development; Family Support and Parent Education; and First 5 Futures. First 5 Solano values these key criteria: evidence-based, focus on high risk/high need, coordination, collaboration, leveraging, and increasing access.

During FY 2013–14, one of the most significant accomplishments of First 5 Solano was increasing attendance at pre-kindergarten academies, which doubled from the previous year. With an investment of \$160,000, nine providers served 426 children at 20 schools and child care sites. Nearly 3 out of 4 (73 percent) children had no prior pre-school experience. Overall, children gained in all components of the social-emotional and cognitive scales as measured by the Kindergarten Student Entrance Profile (KSEP). Pre-kindergarten Academies also included enrichment activities for children, such as, art and science, and parent engagement to increase familiarity and participation of the families in the school and classroom.

In FY 2013–14, First 5 Solano also accomplished the following:

- Became a *Help Me Grow* Affiliate County
- Collectively partnered with the community to participate in a Solano County Children and Families Policy Forum with elected officials and representatives from Congress, the State Assembly, Solano County Board of Supervisors, and local cities and school boards
- Screened nearly 1,000 children for developmental and behavioral delays
- Enrolled 611 children and 271 pregnant women in health insurance
- Assisted 74 homeless families with transitional housing funding and services to secure permanent housing. Nine out of ten (89 percent) of those assisted maintained their housing for at least a three-month period.
- Assessed 2,000 high-risk and/or at-risk families utilizing the Solano Family Development Matrix tool. A total of 378 families throughout Solano County were provided intensive case management services, with 94 percent of participants increasing their scores in the Family Functioning domain of the tool.

Sonoma County

One key First 5 Sonoma County 2011–20 Strategic Plan goal is to ensure that parents are supported and nurturing through the delivery of evidence-based programs proven to strengthen parenting capacity and family literacy skills. Programs in these two priorities include *Nurse Family Partnership* intensive home visiting; *Triple P Positive Parenting Program* training for providers working with parents of young children; *Reach Out and Read* within pediatric well-child visits at six federally qualified health centers; weekly *Pasitos* playgroups, and the *AVANCE Parent-Child Education Program (PCEP)*.

During FY 2013–14, one of First 5 Sonoma’s most significant accomplishments was the expansion of *AVANCE PCEP* to 10 classes in three high-need communities in Petaluma, Santa Rosa, and Sonoma Valley. With a funding investment of \$655,000, this program provided weekly, three-hour classes for 248 low-income, Spanish-speaking parents and their 272 children, birth to age three. Eight-two percent of these parents and 247 children completed the full nine-month program. Each community’s graduation event celebrated this achievement with parent speeches and singing, and participant children received their own “Ticket to College,” which promised them admission to Santa Rosa Junior College following their high school graduation. Over 90 percent of parents increased their knowledge of child development, parenting skills, and community resources, and learned to understand their role as their children’s first and most important teachers. Ninety-five percent of parents reported reading to their children at least three times per week, and 88 percent plan to continue their own education. *AVANCE National* has recognized Sonoma County’s program for meeting a standard of excellence in implementing the evidence-based model with fidelity. *AVANCE PCEP* has also achieved a Tier 1 designation in Sonoma County’s Portfolio of Model Upstream Investments. Upstream is a local initiative emphasizing evidence-based prevention and early

intervention to achieve better outcomes for children and families and to reduce the community’s “downstream” costs.

Additional First 5 Sonoma highlights from FY 2013–14 included:

- A survey of First 5 grantees and community members showed that grantees are overwhelmingly comfortable reaching out to First 5 staff with problems or questions, view staff as responsive, and feel that First 5 has treated their organizations fairly. These are three key predictors of strong funder-grantee relationships as identified by the Center for Effective Philanthropy.
- Sonoma County’s Cradle to Career collective impact initiative selected early childhood as its first-year focus for action. This broad community coalition will now join First 5 over the next year to identify and implement strategies to ensure that every child enters kindergarten ready to succeed.
- First 5’s leadership and Santa Rosa Chamber of Commerce’s relationships with the private sector have resulted in the creation of a Funder’s Roundtable to better align local business and foundation grant-making around shared goals of early childhood, school readiness, and third-grade reading proficiency.

Stanislaus County

Through its investments in family support, child safety, health, and early learning, First 5 Stanislaus County promotes the development and well-being of children ages 0 to 5 and their families.

During FY 2013–14, one of the most significant accomplishments of First 5 Stanislaus was the operation of the *Family Resource Center/Differential Response Program*. With a funding investment of \$2,059,357 from First 5 Stanislaus and the Community Services Agency, this program provides intensive family support and child protection services to families when a child maltreatment report is filed. Since the start of the program in 2005, the rate of recurrence of additional maltreatment reports

within six months of the first report has remained below the rates existing prior to the program's initiation. And in two quarters and for the first time, the rate of recurrence of additional maltreatment reports within six months of the first report have been below the national goal of 5.4 percent.

Other highlights from FY 2013–14 included:

- Parents of 8,974 children received family support services through countywide Family Resource Centers and other programs.
- Caregivers of 1,636 children ages 0 to 5 were screened for depression and, of those, 387 children ages 0 to 5 had a caregiver referred for mental health services.
- Parents of 2,147 children received more intensive support services focused on improving child abuse factors.
- The parents of 2,592 children attended parenting classes to increase parenting skills and knowledge.
- A total of 418 children ages 0 to 5 and pregnant women who did not have access to health care received medical attention through an interim health care program.
- A total of 363 pregnant women and children ages 0 to 5 who did not have health insurance are now enrolled in a health coverage plan.
- A total of 210 infants were born healthy after their mothers participated in a healthy birth program and 90 percent of the moms giving birth (207/230) initiated breastfeeding.
- A total of 1,070 families increased the time spent reading with their children at home after receiving literacy services.
- A total of 127 children participated in the Kindergarten Readiness Program at school sites across the county that helped prepare them for kindergarten.
- A total of 1,377 children ages 0 to 5 were screened for educational developmental issues and 252 were

referred for further assessment or services.

- The families of 5,902 children have increased knowledge and utilization of community resources.
- Proposition 10 funded programs brought in more than \$3 million from other funding sources during FY 2013–14, increasing the overall level of services for children and families.
- On average, Proposition 10-funded programs collaborate with four or more other Proposition 10-funded programs to decrease duplication and increase effectiveness of services.

Sutter County

Through its investments, the goal of First 5 Sutter County is to provide a comprehensive system of information, programs, and services that support all Sutter County children and families to ensure each child from 0 to 5 years of age is prepared to enter school healthy and ready to learn.

During FY 2013–14, one of First 5 Sutter's most successful programs was providing mobile dental services to the county's children ages 0 to 5 and pregnant/post-partum women, in response to a clearly defined need for a low/no cost dental provider for Sutter County's children and families. The *Sutter Smiles* program features a mobile dental clinic capable of providing full-service dentistry, including screening, cleaning, restorative treatment, and dental health education services. With a funding investment of \$172,625, the *Sutter Smiles* program served 1,711 individual children and provided nearly 10,000 dental procedures. In addition to the services provided inside the mobile dental clinic, 334 oral health assessments were conducted for the county's kindergarten students. A total of 77 percent of the students assessed required early treatment, and 12 percent required urgent care. *Sutter Smiles* is the result of an Oral Health Initiative approved by First 5 Sutter in January 2004.

Additional highlights during FY 2013–14 included:

- *Project SAFE* (Smoke-free And Family-friendly Environment) provided on-site training, materials, and monthly technical support visits over a five-month period to Sutter County pediatric and prenatal providers to improve the efficacy of their efforts to assist pregnant women and family with children ages 0 to 5 to create a healthy tobacco-free environment for themselves and their children. The trainings incorporated the evidence based "Ask, Advise, Refer" protocol, which emphasized the following critical points: 1) medical providers and staff are in a respected and persuasive position to remind patients that tobacco dependence is a chronic health condition; and 2) multiple interventions by a clinician and/or front-line medical staff has been shown to contribute to success in tobacco cessation. Program evaluation demonstrates that 100 percent of respondents agree that Project SAFE increased the frequency with which staff talk to patients about tobacco use, and 70 percent of respondents agree their office will integrate to sustain routine cessation into patient visits.
- *Music Making, Magic and Me!* was a six-week therapeutic activity for children ages 0 to 5 with special needs and their parents and caregivers. The music therapist used musical experiences to create changes for children with special needs. The Skill Set Assessment demonstrated an average 13 percent functional behavior gain for the enrolled children.

Tehama County

First 5 Tehama County focuses resources on ensuring children are ready for school when they enter kindergarten. Three funded programs work toward this goal. The *School Readiness Project*, a multi-faceted program including home visits and group activities, is implemented in four school districts in the county. The *Mobile Dental Clinic* provides oral health care to pregnant women and

children ages 1 through 5, targeting the school districts served by the *School Readiness Project*. The third program, the *West Street Family Resource Center*, serves low-income, primarily Spanish-speaking families in the community of Corning.

During FY 2013–14, with an investment of more than \$ 300,000, the *School Readiness Project*:

- Provided over 1,500 home visits and 295 case management services, screened 304 children for kindergarten readiness or developmental milestones, and identified 111 3- and 4-year-old children in need of formal early learning opportunities and referred them to preschool programs
- Conducted 73 playgroups, 31 KinderCamp sessions, and four “READY! for Kindergarten” sessions for parents
- Improved health access and family literacy practices in families receiving home visitation: 98 percent had up-to-date preventive care for their children after six months compared to 73 percent at entry; 81 percent had up-to-date preventive oral health care for their children after six months compared to 58 percent at entry. Ninety-three percent of the families read to their children at least three times a week after six months compared to 71 percent at entry.

The *School Readiness Project* expanded into Red Bluff Elementary School District in 2013–14 with funding from the school district. The project uses AmeriCorps members as home visitors, expanding the reach of the program. A complementary, county-wide, social marketing effort, “Read, Sing, and Play,” encourages all parents to read, sing, and play with their children, and to take them to the doctor and dentist prior to entering school.

Trinity County

Through its investments, the goal of First 5 Trinity County is to improve the lives of children ages 0 to 5 and

their families. The poverty rate for children in Trinity County is 37 percent. Investments in early education and home visitation have provided important opportunities for these children and their families in isolated rural areas of the county.

Funding for FY 2013–14 and its uncertainty resulted in making difficult decisions about priority funding and where limited resources should be spent for the greatest impact. Five programs were funded, for a total \$132,142; of this total, \$62,500 funded *School Readiness Programs* at seven sites countywide. First 5 Trinity values early education and the *School Readiness Program* and understands the importance it plays in rural communities. The loss of \$225,000 in funding almost decimated this program.

First 5 Trinity’s grantees have continued to provide quality programs for children and families on tight budgets and are highly commended for their work and creative investments.

Other highlights during FY 2013–14 included:

- The Trinity County Office of Education *School Readiness Program* provided quality early education programs at seven sites throughout the county and served 241 children and parents. Many of these programs are in isolated rural communities that are a three- to four-hour drive from other services.
- The *Home Visitation/Welcome Baby* program had a target of 15 families and served 35. Of these families, 82 percent were Child Protective Services referrals with a Family Reunification Plan; 64 percent successfully completed their Reunification Plan.
- The Children’s Garden reported 1,272 visitors. Preschools, private day care providers, and parents with little ones are regular participants in this outstanding program. Children help plant the garden, follow it to harvest, and “put the garden to bed.”

Tulare County

For the year ending June 30, 2014, First 5 Tulare County invested more than \$4.8 million in programs enhancing the health and school readiness of the county’s youngest residents. First 5 Tulare has a long-standing commitment to improving children’s health, and grants of Proposition 10 tobacco tax funds reflect this.

During the 2013–14 year, children’s oral health was an area of significant achievement. More than 9,800 young children were screened and received fluoride varnish applications at sites throughout Tulare County. Those needing care from a dentist were referred for services. Children were seen at preschools, elementary schools, and at community events such as health fairs in both urban and rural communities. Since this initiative launched in 2008, there has been a 300 percent increase in the number of children seen. Program operators continually refine their scheduling practices, which allows them to see more children and to make second visits later in the year to reinforce children’s learning from the first visit. Oral health screening and varnish costs for the year were \$141,428, or \$14.35 per child. This modest investment of slightly less than three percent of total program expenditures yielded tremendous benefits.

Other notable achievements during FY 2013–14 included:

- Court-appointed special advocates provided a variety of support services to foster children younger than six years of age, including ensuring they made their well-child visits, were current on vaccinations, and saw a dentist at least once a year. Approximately 320 of the most vulnerable young children benefited from this program.
- With the arrival of a new, highly motivated pediatrician, the Tulare Community Health Clinic implemented the evidence-based *Reach Out and Read* program to foster a love of reading in their young patients and their parents. A small grant from First 5 Tulare enabled them to purchase

developmentally and age-appropriate books for children ages 6 months to 5 years.

- The Save the Children Federation produced a 40-minute video, “The Art of Home Visiting,” with a grant from First 5 Tulare. The video emphasizes the value of positive early development for children, demonstrates practical home visiting techniques, and shows the *Early Steps for School Success* curriculum as it is delivered in people’s homes.

Tuolumne County

Through its investments, the goal of First 5 Tuolumne County is to enhance the healthy development of young children through direct services and by enhancing the capacity of the adults who care for them. The biggest investments in Tuolumne County were targeted for intensive services for families with the most entrenched barriers to success. The overall funding investment for grants and programs in FY 2013–14 was \$429,419.

First 5 Tuolumne supported multi-year investments in five focus areas:

- 1) Children’s oral health through education, screening, and fluoride treatments
- 2) Nurse home visiting for at-risk newborns and young children
- 3) Family learning and literacy to promote family stability and early learning
- 4) Parent education and support for parents at risk of child abuse and neglect
- 5) Social-emotional consultation to preschool teachers

In addition, First 5 Tuolumne partnered with First 5 California in Comprehensive Approaches to Raising Educational Standards Plus and Child Signature Program, supporting early childhood educators with coaching, professional development, and stipends.

Some measured outcomes from FY 2013–14 included:

- Parents improved their parenting skills, and knowledge, with those

at highest risk making the most significant gains.

- Children improved early literacy skills and parents supported early literacy by reading more to their children.
- Teachers learned how to incorporate curriculum and practices to support children’s social-emotional development in early childhood classroom environments, and learned how to better communicate with parents about children’s behavior.
- Fewer young children had cavities or dental disease.
- Children served in programs targeting high-risk families received a developmental screening.
- Linkages between community programs, services, and systems continued to contribute to a more comprehensive approach to serving families.

Ventura County

At the heart of First 5 Ventura County are 11 *Neighborhoods for Learning (NfLs)*, a community-based service system for early care and education. This nationally recognized place-based model provides parents with high quality, locally based resources to help them raise children who are healthy, nurtured, and prepared to meet their full potential. Each of the First 5 NfLs is governed by its community and decides how best to serve the area’s health, early learning, and family support needs. NfL resources may include preschools or preschool scholarships, family resource centers (currently 25 throughout the county), and early learning activities for children ages 0 to 3. Through partnerships with the Ventura County Health Care Agency and other local organizations, First 5 Ventura also provides community-based access to health services, dental treatment, developmental check-ups, behavioral health services, and parent education through the local NfL, thereby increasing access to essential services for families with young children.

First 5 Ventura continues to expand quality preschool spaces. Through its Community Investment Loan Fund,

the completion of two additional loans has resulted in a total of 255 new early care and education spaces, including 40 infant/toddler spaces, financed through public and private partnerships. Partnering with the Economic Development Collaborative of Ventura County, more than \$600,000 in First 5 Ventura loans have leveraged approximately \$243,000 in other public funding. Thirty-eight new jobs were created as a result of this expansion into high-need areas of Ventura County. Bolstered by support from federal Race to the Top – Early Learning Challenge grant funds and First 5 California’s Child Signature Program, Ventura County has expanded its local quality rating and improvement initiative. Seventy-five early education sites located in seven school districts participated in Quality Rating Improvement System (QRIS), including 26 family child care homes. In FY 2014–15, QRIS will be expanded to 116 sites in 11 school districts, including 46 family child care homes. First 5 Ventura’s investment in high-quality preschool is paying off. Of those participating in QRIS, 84 percent of programs countywide and 100 percent of First 5 Ventura funded programs are rated as “good” to “excellent” on the five-tiered QRIS matrix. More than 135 teachers, with the support of CARES Plus stipends, have attained an Associate’s or Bachelor’s degree over the course of the program.

First 5 Ventura has been a champion and convener of several communitywide initiatives for combating obesity. It is helping to build capacity to promote exclusive breastfeeding by providing trainings that have resulted in 80 new Certified Lactation Consultants; this also was achieved through the development of a hospital consortium of all six birthing hospitals building on best practices for increasing exclusive breastfeeding rates. The county’s *Good for Kids (GfK)* restaurant program has realized the addition of several new GfK restaurants in a largely underserved area of Ventura, with local restaurants now offering healthy kids’ meals and working with community partners to increase the availability of healthy foods.

Yolo County

FY 2013–14 marked the second year of First 5 Yolo County's enhanced strategic plan. As a result of the restoration of Assembly Bill 99 funds in 2012, First 5 Yolo expanded its strategic plan to include stronger family support services through a place-based family resource center model. This funding strategy enabled First 5 Yolo to address identified high needs of children ages 0 to 5 and their families, including:

- Resource and Referral: Helping families access services for which they are eligible
- Financial Literacy: Helping families maximize and manage their financial resources
- Early Childhood Education: Providing parents with interactive parent/child workshops to increase skills and confidence in ability to be their children's first teacher
- Parent Education: Providing parents with education on a wide variety of parenting skills and nutrition education
- Quality Food: Increasing access to fresh produce in communities throughout the county
- Developmental Screenings: Providing developmental/mental health assessments to children ages 0 to 5, and ensuring referral and access to appropriate levels of treatment

A total of \$800,000 was allocated in FY 2013–14 to the *Expanded Family Resource Center (EFRC)* initiative. This year's accomplishments included:

- Connection to needed services for 1,476 eligible families
- Services to 180 families to increase financial management skills and to maximize their income through the Earned Income Tax Credit
- Over 300 parents receiving the knowledge, skills, and opportunities to engage in activities that support their child's social, emotional, physical, and cognitive development
- Almost 350 families receiving fresh fruits and vegetables every week

through free produce distribution at the family resource centers

- The screening of 447 children for developmental issues and providing access to appropriate levels of treatment

In addition to the EFRC services, many activities continued through First 5 Yolo's programs funded under the *Integrated Family Support Initiative (IFSI)* including: oral health prevention and treatment for young children and pregnant women; early learning/child development programs for children in West Sacramento and rural Yolo County; family literacy programs; foster parent recruitment and retention efforts; home visiting using the Healthy Families America model; as well as health insurance outreach, enrollment, retention, and utilization.

Outstanding achievements through IFSI funding included:

- A total of 23 newly licensed foster homes, for a total of 89 countywide with a 70 percent increase in local placements over last year alone
- Intensive case management and home-visiting services for 80 families as part of the *Step by Step/Paso a Paso* program
- Increased dental access funding, allowing for more than 800 pregnant women and 2,026 children ages 0 to 5 to have dental visits, with an additional 2,334 children reached through the Smile Savers program
- A total of 749 children ages 0 to 5 obtaining and using their library cards with the support of family literacy programs

Yuba County

Through its investments, the goal of First 5 Yuba County is to significantly strengthen community resources and services designed to improve the lives of young children.

During FY 2013–14, one of the most significant accomplishments of First 5 Yuba was to formalize policies in order to establish three strategically coordinated community partnership programs. With a funding investment of \$575,000, these

tactical programs provided a variety of education, health, and family support resources and services. The programs not only supported First 5 Yuba's priority outcomes but also focused on areas designed to facilitate an integrated, comprehensive collaboration among local providers dedicated to improving the lives of young children. First 5 Yuba's commitment to expanding community partnerships has provided Yuba County children and families with an array of additional services that include the increase of safety net assistance programs for families in crisis, and early childhood enrichment opportunities throughout the community and in the classroom.

Other highlights from FY 2013–14 included:

- Increased countywide accessibility to early literacy programs through partnerships with Bring Me A Book and the Yuba County Library
- Continued school readiness services administered to children living in impoverished communities through the partnership with Marysville Unified School District
- Continued accessibility of physical activity programs to children and their families through partnerships with various community, city, and county entities
- Countywide continuation of parent support and early childhood education services to families through partnerships with Yuba County Office of Education and Yuba County Family Resource Center Network



APPENDIX A: FIRST 5 CALIFORNIA RESULT AREAS AND SERVICES

Result 1: Improved Family Functioning

Providing parents, families, and communities with relevant, timely and culturally appropriate information, education, services and support.

Services

a. Community Resource and Referral

Programs providing referrals or service information about various community resources, such as medical facilities, counseling programs, family resource centers, and other supports for families with young children. This includes 2-1-1 services or other general helplines and services that are designed as a broad strategy for linking families with community services.

b. Distribution of Kit for New Parents

Programs providing and/or augmenting the First 5 California Kit for New Parents to new and expectant parents.

c. Adult and Family Literacy Programs

Programs designed to increase the amount of reading that parents do with their children, as well as educate parents about the benefits of reading or looking at books together (e.g., Even Start, Reach Out and Read, Raising a Reader). Family literacy may include adult education programs that provide English as a Second Language and literacy classes, and/or a General Equivalence Diploma.

d. Targeted Intensive Family Support Services

Programs providing intensive and/or clinical services by a paraprofessional and/or professional, as well as one-to-one services in family support settings. Programs are generally evidence-based, and are designed to support at-risk expectant parents and families with young children to increase knowledge and skills related to parenting and improved family functioning (e.g., home visiting, counseling, family therapy, parent-child interaction approaches, and long-term classes or groups). This category also includes comprehensive and/or intensive services to homeless populations.

e. General Parenting Education and Family Support Programs

Programs providing short-term, non-intensive instruction on general parenting topics, and/or support for basic family needs and related case management (e.g., meals, groceries, clothing, emergency funding or household goods acquisition assistance, and temporary or permanent housing acquisition assistance). Fatherhood programs are also included here. In general, these programs are designed to provide less intense and shorter term (“lighter touch”) support services and classes for families by non-clinical staff (e.g., Family Resource Centers).

f. Quality Family Functioning Systems Improvement

Family functioning system efforts are designed to support the implementation and integration of services primarily in Result Area 1. This may include use of the Family Strengthening approach, Protective Factors planning or implementation, service outreach, planning and management, interagency collaboration, support services to diverse populations, database management and development, technical assistance, and provider capacity building. Provider loan forgiveness programs for which child or provider counts are not measured are included in this category.

Result 2: Improved Child Development

Increasing the quality of and access to early learning and education for young children.

Services

a. Preschool Programs for 3- and 4- Year-Olds

Programs providing preschool services, preschool spaces, and comprehensive preschool initiatives primarily targeting three and four year-olds. Child Signature Programs (CSP) 1 and 3 are included in this category, as well as county programs which mirror the quality and intensity of the CSP.

b. Infants, Toddlers, and All-Age Early Learning Programs

Programmatic investments in early learning programs for infants and toddlers,

as well as all-age programs. Examples of all-age programs that may be included here are child related early literacy and Science, Technology, Engineering, and Math (STEM) programs; programs for homeless children; migrant programs; and similar investments.

c. Early Education Provider Programs

Programs providing training and educational services, supports, and funding to improve the quality of care. This includes Comprehensive Approaches to Raising Education Standards (CARES) Plus and workforce development programs.

d. Kindergarten Transition Services

Programs of all types (e.g., classes, home visits, summer bridge programs) that are designed to support the kindergarten transition for children and families.

e. Quality Early Childhood Education Investments

Improvement efforts designed to support the implementation and integration of services primarily in Result Area 2. This may include Race to the Top – Early Learning Challenge and other Quality Rating and Improvement System investments. This category includes early literacy and STEM systems-building projects. This also could include interagency collaboration, facility grants and supply grants to providers, support services to diverse populations, and database management and development. CSP 2 is reported in this category.

Result 3: Improved Child Health

Promoting optimal health through identification, treatment, and elimination of the risks that threaten children’s health and lead to development delays and disabilities in young children.

Services

a. Nutrition and Fitness

Programs providing strategies to promote children’s healthy development through nutrition and fitness, including programs to teach the facts about healthy weight, basic principles of healthy eating, safe food handling and preparation, and tools to help organizations incorporate physical activity and nutrition. Recognized

strategies include “Let’s Move” Campaign, MyPyramid for Preschoolers, and sugar-sweetened beverage initiatives.

b. Health Access

Programs designed to increase access to health/dental/vision insurance coverage and connection to services, such as health insurance enrollment and retention assistance, programs that ensure use of a health home, and investments in local “Children’s Health Initiative” partnerships. Providers may be participating in Medi-Cal Administrative Activities to generate reimbursements.

c. Maternal and Child Health Care

Programs designed to improve the health and well-being of women to achieve healthy pregnancies and improve their child’s life course. Voluntary strategies may include prenatal care/education to promote healthy pregnancies, breast-feeding assistance to ensure that the experience is positive, screening for maternal depression, and home visiting to promote and monitor the development of children from prenatal to two years of age. Providers may be participating in Medi-Cal Administrative Activities to generate reimbursements.

d. Oral Health

Programs providing an array of services that can include dental screening, assessment, cleaning and preventive care, treatment, fluoride varnish, and parent education on the importance of oral health care. This may include provider training and care coordination of services.

e. Primary and Specialty Medical Services

Programs designed to expand and enhance primary and specialty care in the community to ensure the capacity to serve children. Services include preventive, diagnostic, therapeutic, and specialty medical care provided by licensed healthcare professionals/organizations. Services may include immunizations, well child check-ups, care coordination, asthma services, vision services, services for autism/attention-deficit hyperactivity disorder, other neurodevelopmental disorders, and other specialty care.

f. Comprehensive Screening and Assessments

Programs providing screening, assessment, and diagnostic services, including developmental, behavioral, mental health, physical health, body mass index, and vision. Screening may be performed in a medical, education, or community setting. These services determine the nature and extent of a problem and recommend a course of treatment and care. This may include strategies to connect children to services which promote health development, such as *Help Me Grow*.

g. Targeted Intensive Intervention for Identified Special Needs

Programs providing early intervention or intensive services to children with disabilities and other special needs, or at-risk for special needs. May include strategies targeting language and communication skills, social and emotional development, developmental delays, and related parent education. Mental Health Consultations in ECE settings are included in this category. “Special Needs” refers to those children who are between birth and five years of age and meet the definition of “Special Needs.”

h. Safety Education and Injury Prevention

Programs disseminating information about child passenger and car safety; safe sleep; fire, water, home (childproofing) safety; and the dangers of shaking babies. Includes education on when and how to dial 9-1-1, domestic violence prevention, and intentional injury prevention. Referrals to community resources that specifically focus on these issues also may be included in this category.

i. Tobacco Education and Outreach

Education on tobacco-related issues and abstinence support for people using tobacco products. Includes providing information on reducing young children’s exposure to tobacco smoke.

j. Quality Health Systems Improvement

Efforts designed to support the implementation and integration of services primarily in Result Area 3. This may include service outreach, planning and management (general planning and coordination activities, interagency collaboration, support services to diverse populations, database management and development, technical assistance and support, contracts administration, and oversight

activities), and provider capacity building (provider training and support, contractor workshops, educational events, and large community conferences). Provider loan forgiveness programs for which child or provider counts are not measured are included here. Includes Baby Friendly Hospital investments, projects for cross-sector data integration, and designing a community-endorsed developmental screening framework.

Result 4: Improved Systems of Care

Implementing integrated, comprehensive, inclusive, and culturally and linguistically appropriate services to achieve improvements in one of more of the other Result Areas.

Services

a. Policy and Broad Systems – Change Efforts

Investments in broad systems-change efforts, including inter-agency collaboration, work with local and statewide stakeholders, policy development, and related efforts. This category includes county investment and work with The Children’s Movement and/or on grassroots advocacy efforts.

b. Organizational Support

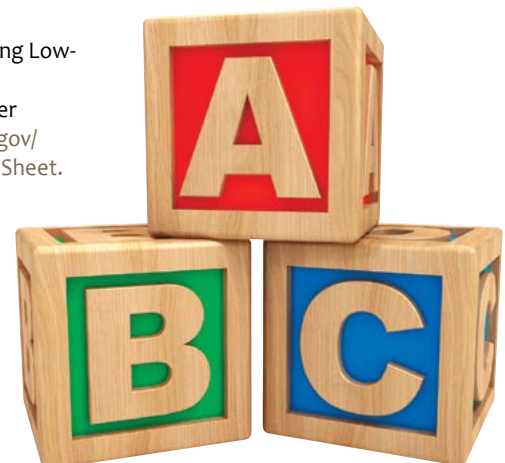
Training and support provided to organizations that does not apply to one of the three programmatic Result Areas, but instead has a more general impact. Other examples of organizational support include business planning, grant writing workshops, sustainability workshops, and assistance in planning and promoting large community conferences or forums. Database management and other cross-agency systems evaluation support, and general First 5 program staff time are included in this category.

c. Public Education and Information

Investments in community awareness and educational events on a specific early childhood topic that does not apply to one of the three programmatic Result Areas, or promoting broad awareness of the importance of early childhood development.

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Our Vision

CALIFORNIA'S CHILDREN RECEIVE THE
BEST POSSIBLE START IN LIFE AND THRIVE.

— *First 5 California Vision Statement*



FIRST 5 CALIFORNIA

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FIRST 5 LA

SUBJECT:

Request for Board action on Expiring Initiatives Recommendations

RECOMMENDATION (FOR ACTION):

1. Waive Governance Guideline #7: Expiration of Contracts/Grants
 - A. Approve extending the strategic partnership with LA County Department of Public Health (DPH) for the Healthy Kids Children's Health Outreach Initiative (CHOI) through December 31, 2015 for up to \$2 million plus additional unspent funds from FY14-15.
 - B. Approve extending the strategic partnership with 211 LA County for the Information Resource and Referral (211) Initiative through June 30, 2016 for up to \$1.2 million
 - C. Authorize staff to complete final execution of the Contracts upon Board approval of the FY 2015-2016 Programmatic budget.
 - D. Approve extending the strategic partnership with LA County Department of Public Health (DPH) for the Reducing Childhood Obesity Initiative through June 30, 2017 within current allocation; no additional funds required.
2. Endorse Los Angeles Universal Preschool (LAUP) ability to retain remaining balance from its original allocation to advance aligned First 5 LA-LAUP priorities related to access, QRIS and workforce development; direct staff to work with LAUP to develop an expenditure plan that aligns LAUP use of remaining funds with First 5 LA's and LAUP's respective new strategic directions.

BACKGROUND:

Expiring Initiatives Assessment Process

On November 13, 2014, the Board of Commissioners approved First 5 LA's 2015-2020 Strategic Plan: Focusing for the Future. This Strategic Plan clearly describes the organization's focus for the next five years. The plan outlines the change we seek for children prenatal to age 5, the contribution we will make to advance that change, and the role First 5 LA will play within L.A. Within the Strategic Plan, there were several additional steps outlined to be completed in the months following plan approval to ensure First 5 LA is prepared to embark on its new strategic direction.

One of these additional next steps included an expiring initiatives assessment process to review programmatic investments expiring during the next Strategic Plan period, identify remaining resources, evaluate whether or not the investment is specifically provided for within the Strategic Plan, and make recommendations to the Commission about how any remaining funds should be utilized.

There were two phases to the Expiring Initiatives Assessment Process, as required by the Governance Guidelines. The first phase allowed for review of the 30 initiatives scheduled to expire in FY2014-2015 and FY2015-2016. First 5 LA staff assessed these 30 initiatives to determine which ones met at least one of the following conditions. If one of these conditions were met, the initiative was not subject to further assessment.

- Limited term initiative aimed at timely capacity building opportunities that strengthen organizational infrastructure or a target population this includes capital, capacity building and resource mobilization/matching investments.
- Initiative went through First 5 LA Research and Evaluation department's review process (presented at March Program and Planning Meeting)
- Initiatives included in the projected expenditure estimates outlined in 2015-2020 Strategic Plan (e.g., Best Start, Welcome Baby)
- Remaining balance of less than \$1 million in allocation (exempts annual appropriation which requires further assessment)

Further assessment of the initiative included the second phase of the Expiring Initiatives Assessment Process in which the following additional criteria was applied:

1. Determine if deliverables were completed and outcomes achieved for the initiative
2. Consider impact on a countywide or population level
3. Evaluate sustainability
4. Consider current landscape and environmental context
5. Assess alignment to the new strategic plan

If a finding from the assessment process is that an initiative is not specifically provided for in the 2015-2020 Strategic Plan, First 5 LA will continue the funding commitment until a successful conclusion consistent with the Governance Guidelines, ensuring that all resources are expended in the most effective way possible.

The expiring initiatives assessment process has been presented to the Board during the following meetings:

- February 26th Program and Planning Committee Meeting: Review of expiring initiatives assessment process
- March 12th Board of Commissioners Meeting: Expiring initiatives recommendation for Healthy Kids Insurance Coverage (LA Care) initiative (information only)
- April 9th Board of Commissioners Meeting:
 - Approval of expiring initiatives recommendation for Healthy Kids Insurance Coverage (LA Care) (action item)
 - Report on FY14-15 and FY15-16 expiring initiatives findings and recommendations (information only)
- April 30th Program and Planning Committee Meeting: Review of FY14-15 and FY15-16 expiring initiatives findings and recommendations

DISCUSSION:

Based upon the assessment process, staff identified 4 initiatives that require board action. One of those 4 initiatives, Healthy Kids, is supported by 2 contracts, LA Care and DPH. Staff recommendation for LA Care was approved during the April 9th Board of Commissioners meeting. Below is a summary of the remaining initiatives and the Healthy Kids DPH contract that requires Board action at this month's Board of Commissioners meeting.

1. Healthy Kids Children's Health Outreach Initiative (CHOI) - LA County Department of Public Health

This initiative is scheduled to end on June 30, 2015. Key findings from the review process include:

- Estimated remaining balance of \$2 million
- An opportunity exists to assist with connecting Healthy Kids members (LA Care) to health care services (MyHealthLA, Kaiser)
- Outreach sustainability
- Components of CHOI's work have potential alignment with the 2015-2020 Strategic Plan
 - Data collection to improve access to developmental screening
 - Information, Resource and Referral in Best Start communities

Recommendation: Waive Governance Guideline #7 and approve extending the strategic partnership with LA County Department of Public Health for the Healthy Kids Children's Health Outreach Initiative (CHOI) through December 31, 2015 for up to \$2 million plus additional unspent funds from FY14-15 to support the Healthy Kids program (LA Care) transition and outreach sustainability. Children currently enrolled in the Healthy Kids program will be offered the opportunity to enroll in the County's indigent health services program, MyHealthLA (MHLA) or if possible another insurance program (Kaiser Permanente). DPH could play an important role in supporting that effort to move these children to an alternative health care program or insurance coverage through their community-based outreach and enrollment sub-contractors. Components of CHOI's current work, such as the CHOI database and information, resource and referral in Best Start communities, are potentially aligned to work we will support in our new strategic plan. The degree to which these components align to our strategies and

outcomes will be determined during this 6-month period. Staff anticipates coming back to the board later this year with further information.

2. Information Resource and Referral (IR & R)- 211 LA County

This initiative is scheduled to end on June 30, 2015. Key findings from the review process include:

- Annual appropriation expected to be fully expended
- Potential alignment with the 2015-2020 Strategic Plan
 - Information, Resource and Referral plays important role in connecting families to concrete supports
 - Future Help Me Grow work to advance the health outcome in the 2015-2020 Strategic Plan includes a telephonic component

Recommendation: Waive Governance Guideline #7, approve extending the strategic partnership with 211 LA County for the Information Resource and Referral (211) Initiative through June 30, 2016 for up to \$1.2 million to continue telephonic IR & R services connecting families to concrete supports, and authorize staff to complete final contract execution upon Board approval of the FY 2015-2016 Programmatic Budget. This one year extension provides staff the time needed to further explore the potential role of telephonic IR & R in advancing the outcomes of the 2015-2020 Strategic Plan. For example, within our Health strategy work that is underway, staff is exploring the Help Me Grow (HMG) framework which is a systems change approach aimed at improving the coordination and functioning of developmental/behavioral screening, assessment and early intervention programs. HMG includes a telephonic access point as one of its core components. 211 LA County could be a competitive partner to help advance the future work of HMG.

3. Reducing Childhood Obesity – LA County Department of Public Health

This initiative is scheduled to end on June 30, 2016. Key findings from the review process include:

- Likely remaining balance of \$3.8 million
- Not specifically provided for in the 2015-2020 Strategic Plan
 - The focus of the initiative, Childhood Obesity, is not one of First 5 LA's priority focus area under the 2015-2020 Strategic Plan health outcome
- There were delays in implementation, but the infrastructure has now been built with more time needed to fully implement program and strategies

Recommendation: Waive Governance Guideline #7 and approve extending the strategic partnership with LA County Department of Public Health for the Reducing Childhood Obesity Initiative through June 30, 2017 within current allocation (no additional funds required) to fully implement the work and successfully complete all final deliverables.

4. Los Angeles Universal Preschool (LAUP)

This initiative is scheduled to end on June 30, 2016. Key findings from the review process include:

- Likely remaining balance of \$30 million
- Not specifically provided for in the 2015-2020 Strategic Plan
 - Within the ECE priority focus area, First 5 LA will work on policy, advocacy and coalition building to achieve broad impact rather than on directly funding ECE spaces
- LAUP is beginning implementation of its new business and strategic plans with focus on policy and systems change

Recommendation: Endorse LAUP's ability to retain remaining balance from its original allocation to advance aligned First 5 LA-LAUP priorities related to access, QRIS and workforce development; direct staff to work with LAUP to develop an expenditure plan that aligns LAUP use of remaining funds with First 5 LA's and LAUP's respective new strategic directions.

Expiring Initiatives: Findings and Recommendations

May 14, 2015



Goal of Today's Presentation

Seek Board approval or directional endorsement on findings and recommendations for the following expiring initiatives:

- **Expiring FY14-15:**
 - Healthy Kids Children's Health Outreach
 - Information Resource and Referral
- **Expiring FY15-16:**
 - Reducing Childhood Obesity
 - Los Angeles Universal Preschool

213

FY14-15 and FY15-16 Expiring Initiatives

Expiring Initiatives Assessment Criteria:

1. Remaining balance of more than \$1million in allocation or an annual appropriation which requires further assessment
2. Determine if deliverables were completed and outcomes achieved for the initiative
3. Impact on a countywide or population level
4. Sustainability
5. Consider current landscape and environmental context
6. Assess alignment to the new strategic plan (priority focus areas, strategies, and investment guidelines)

214

Health Access : Children's Health Outreach Initiative (CHOI)– LA County Department of Public Health

- Scheduled end date: June 30, 2015
- FY14-15 Budget Allocation: \$4.6 million
- Key Findings from the review:
 1. Remaining balance of \$2 million
 2. Opportunity to assist with connecting Healthy Kids members to health care services
 3. Components of CHOI's work have potential alignment with the 2015-2020 Strategic Plan
 - Data collection to improve access to developmental screening
 - Information, Resource and Referral in Best Start Communities
- Recommendation: Extend strategic partnership for 6-months through December 31, 2015 for up to \$2 million plus additional unspent funds from FY14-15 to support Healthy Kids transition and outreach sustainability
- Board action required: Waive Governance Guideline #7; authorize staff to complete final execution of the Contracts upon Board approval of the FY 2015-2016 Programmatic budget

215

Information, Resource and Referral- 211 LA County

- Scheduled end date: June 30, 2015
- FY14-15 Budget Allocation: \$1.2 million
- Key findings from the review:
 1. No remaining balance, annual appropriation
 2. Potential alignment with the 2015-2020 Strategic Plan:
 - Information, Resource and Referral (IR&R) plays important role in connecting families to concrete supports
 - Future Help Me Grow work to advance the health outcome in the 2015-2020 Strategic Plan includes a telephonic component
- Recommendation: Extend strategic partnership for 1-year through June 30, 2016 for up to \$1.2 million to continue current telephonic IR&R services
- Board action required: Waive Governance Guideline #7; authorize staff to complete final execution of the Contracts upon Board approval of the FY 2015-2016 Programmatic budget

216

Reducing Childhood Obesity – LA County Department of Public Health

- Scheduled end date: June 30, 2016
- FY14-15 Budget Allocation: \$13,386,543
- Key Findings from the review:
 1. Likely remaining balance of \$3.8 million (estimate)
 2. Not specifically provided for in the 2015-2020 Strategic Plan
 3. Other Considerations:
 - Delayed implementation; infrastructure has been built but strategies not fully implemented
 - Full implementation allows for broader reach and impact
- Recommendation: Extend strategic partnership for 1-year within its current allocation through June 30, 2017 to continue initiative and successfully complete all final deliverables outlined in Multi-Year Scope of Services
- Board action required: Waive Governance Guideline #7

Los Angeles Universal Preschool (LAUP)

- Scheduled end date: June 30, 2016
- FY14-15 Budget: \$64,799,755
- Key findings from the review:
 1. Likely remaining balance of \$30 million (estimate)
 2. Not specifically provided for in the 2015-2020 Strategic Plan
 3. Other considerations
 - LAUP has completed its new Strategic Plan and Business Plan, initial implementation underway
- Recommendation: LAUP to retain remaining balance (~\$30 million) to advance their Strategic Plan in alignment with the ECE outcome area in First 5 LA's new strategic plan
- Board action: Endorsement for LAUP to retain the remaining balance; direct staff to develop expenditure plan that aligns to First 5 LA's and LAUP's new strategic directions

218

Next Steps

- June 9: FY15-16 Budget approval

219

Questions?



220

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: May 14, 2015

Subject: **LOS ANGELES UNIVERSAL PRESCHOOL (LAUP) FY 15-16
PERFORMANCE BASED CONTRACT**

The FY 15-16 performance-based contract between First 5 LA and LAUP marks the seventh and final year of the Second Master Agreement. The Master Agreement with LAUP is scheduled to end on June 30, 2016. The proposed FY 15-16 contract reflects LAUP's continued work in direct funding of preschool spaces while beginning the pivot from direct service to program quality. The proposed changes to the outcome targets and process milestones are intended to support LAUP's transition into their new strategic direction and business model adopted early in FY 14-15.

While the language on the Second Master Agreement remains relatively constant from year to year, the exhibits (Performance Matrix, Budget, Fund Balance, and Reporting Framework) change on an annual basis as they represent the work to be conducted for that given year. First 5 LA and LAUP staff considered several factors that contribute to the proposed FY 15-16 contract exhibits. These factors include the Master Agreement end date of June 30, 2016; First 5 LA's adopted Governance Guideline #7 "*Expiration of contracts/grants*" which stipulates that grants must end on their scheduled funding end date; and the implementation of LAUP's new Strategic and Business Plans.

Transition Year: FY 15-16

LAUP's Strategic and Business Plans are paving the way for its transition from an organization with a significant focus on providing preschool access to one which puts emphasis on services pertaining to quality and continuing to advocate, together with others, for access to quality learning environments for all of LA County's young children. LAUP's Strategic Plan includes three priority areas: 1) Early Education Quality and Excellence; 2) Strategic Partnerships, Revenue and Organizational Development; and 3) Advocacy and Public Will Building.

To support its strategic plan, the LAUP Business Plan is a complementary planning tool. It identifies three phases for LAUP's future work: Phase I (FY 2015), Phase II (FY 2016), and Phase III (FY 2017 – FY 2019). The planning efforts in Phases I and II will prepare LAUP for the transition it will execute in Phase III as it significantly reduces its expenditures and pivots to a focus on growing and sustaining early education quality. The action items to be implemented in each phase are briefly described.

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A PUBLIC ENTITY

Phase I (FY2015):

- Develop internal and contracted professional capacity to access diversified funding and fee-for-service activities
- Market LAUP as a QRIS (Quality Rating and Improvement System) leader
- Conduct in-depth funding and relationship opportunity research
- Develop strategic partnerships to leverage funding

Phase II (FY 2016):

- Plan and develop new business activities in the areas of QRIS, Workforce Development and Advocacy
- Formalize communication with families and program providers about changes to come
- Develop a detailed plan for transitioning services as needed based upon Phase III activities which will include both reductions to services and the launch of new services, as determined by Phase III activities
- Develop a detailed internal reorganization plan that aligns with Phase III activities and anticipated Phase III funding levels
- Seek Advancement funding and identify and develop strategic partnerships to leverage existing funding

Phase III (FY 2017-2019):

- Implement the internal reorganization plan developed in Phase II
- Implement the service transition plan developed in Phase II
- Continue to seek Advancement funding for business activities
- Continue to develop and grow partnerships in support of Phase III activities

The proposed changes in four of the seven outcome targets are explained below. They highlight anticipated alignment between LAUP's Strategic and Business Plans and First 5 LA's Strategic Plan.

1. Data to Inform Policy and Program Planning

Although the objective statement for Outcome #3 remains the same, LAUP will utilize the findings from the teacher retention study to inform their future policy and program planning. Some of the data elements are changed to better align with quality related measures (i.e., use of teacher observation tool).

2. Robust Research and Evaluation

There will no longer be an aligned research agenda between LAUP and First 5 LA beginning in FY 15-16; however, Outcome #5 demonstrates LAUP's continued commitment to research and evaluation. The research effort will inform program development efforts during Phase II of the Business Plan, provide data and evaluation findings to support grant applications, inform the early education policy agenda at all levels, and to support LAUP's business development team.

3. Strategies from Strategic and Business Plans

Outcome #6 indicates how LAUP will incorporate strategies from its Strategic Plan and Phase II of its Business Plan to support the organization's new strategic direction.

4. Changing Public Policies

The language of Outcome #7 has been changed to better reflect LAUP's new strategic direction, part of which is a focus on broadening access to quality early learning to all of LA County's children, and not just the 4-year-olds who were served under the LAUP Master Agreement.

Although the majority of the proposed budget will continue to be spent on preschool access, the pivot to quality is reflected in the increase spending on Research and Evaluation and Sustainability categories under direct program support. The fund balance is currently estimated to be between

\$30M to \$40M by the end of 2016. This estimate will be updated as part of the First 5 LA Comprehensive Annual Report to be reviewed and adopted by the board in October 2015. Per the Commission's approval at the April 2015 Board of Commissioners Meeting, First 5 LA staff will work together with LAUP to develop an expenditure plan for the fund balance that aligns to First 5 LA's and LAUP's new strategic direction.

Next Steps

June 11, 2015 Commission meeting

- Authorize staff to amend and execute the contract effective July 1, 2015 in an amount not to exceed \$60,300,150.
- Delegate authority to Executive Director to execute contract amendments.

Attachment A
Contract Performance Matrix (PM)
For LAUP/First 5 LA Performance Based Contract FY 15-16

OUTCOME STATEMENT	OUTCOME TARGETS	PERFORMANCE MEASURES (How targets will be measured)	PROCESS MILESTONES
Target Population: Four year olds living within school catchment areas in which at least 50% of the third grade students read below the national average for grade level as measured by the CST (reading scores).	At least 85% of children in LAUP programs live in school catchment areas in which at least 50% of the third grade students read below the national average for grade level as measured by the CST (reading scores).	% of children enrolled in LAUP programs that live in targeted school catchment areas. (School catchment areas are defined by school districts as maintained by the LA County Chief Executive Office).	N/A
Outcome #1: Opportunities for Target Population to participate in a quality preschool experience are maximized thereby increasing the access and availability of preschool to as many children as possible.	Target 10,760 half-day preschool spaces while allowing for natural attrition*	Based on the actual space inventory maintained by LAUP: - Total number of spaces - Spaces by geographic area - Spaces by STAR Quality Rating - Number of subsidized and unsubsidized spaces - Spaces by operating status - Changes in Star Quality Ratings from previous fiscal year	224
Outcome #2: Children are enrolled in and regularly attending preschool.	Maintain average cumulative annual enrollment of 93% or higher for LAUP preschool spaces for Fully Funded Mature Spaces (defined as those spaces in operation for at least six months).	- Annual average of monthly enrollment percentage of Fully Funded Mature Spaces - Demographic data of composition of students (race, primary language, etc.)	N/A
	Maintain annual average attendance of 85% for the LAUP preschool program.	Monthly average attendance of LAUP funded hours	N/A
	Track attrition rate of providers within the network.	- Number of spaces and classrooms exiting the network during year - Reason for exiting - Geographic location of each classroom exited	N/A

*Natural attrition **includes both** providers **and/or classrooms** lost due to self-termination or non-compliance. **LAUP has the flexibility to also define natural attrition at the slot level (when a slot is vacated).** If LAUP choses to include attrition at the slot level, First 5 LA will work with LAUP to revise Outcome #2

Attachment A
Contract Performance Matrix (PM)
For LAUP/First 5 LA Performance Based Contract FY 15-16

Outcome #3: LAUP demonstrates an ongoing commitment to supporting quality early learning environments.	Preschool Quality: Demonstrate adherence to quality practices across the LAUP network.	Preschool Quality: • The average score across all LAUP providers meet the following targets in each of the three dimensions of the CLASS assessment: • Emotional Support – 5 • Instructional Support – 2.5 • Classroom Organization – 5 • 95% of providers had child to staff ratios consistent with the LAUP operating guidelines and Star Rating System. • 95% of LAUP classrooms used one of the approved curricula listed in the LAUP Operating Guidelines.	225
	Teacher Retention: Utilize findings from the teacher retention study to inform policy and program planning		Teacher retention: • By August 31, 2015 report out on findings from the teacher retention study and make recommendations on how to improve teacher retention • Disseminate findings of the retention study • Incorporate findings from the teacher retention study into the policy agenda, as appropriate • Incorporate findings from the teacher retention study into program planning

Attachment A
Contract Performance Matrix (PM)
For LAUP/First 5 LA Performance Based Contract FY 15-16

Outcome #4: Cost-effective quality preschool services are provided to maximize the number of children served.	Cost to revenue expenditure ratio for all First 5 LA funding will be consistent with maintaining the number of half-day preschool seats noted in Outcome #1 including attrition. Cost to revenue expenditure ratio for administration will remain at 5%.	Actual cost per child data reported annually as part of the annual budget and annual year-end financial reporting, subject to an annual audit	N/A
Outcome #5: LAUP demonstrates an ongoing commitment to robust research and evaluation efforts related to: Informing program development efforts during Phase II of the strategic plan Providing data and evaluation findings to support grant applications Informing the early education policy agenda at the local, state and national level Supporting LAUP's business development team by analyzing data to inform planning and decision making	N/A	N/A	LAUP will submit a semiannual report on progress related to new and ongoing research and evaluation efforts. 226

Attachment A
Contract Performance Matrix (PM)
For LAUP/First 5 LA Performance Based Contract FY 15-16

Outcome #6: LAUP incorporates strategies from its Strategic and Business Plans to diversify revenue sources.	Implement Phase II of the Business Plan to support LAUP transition to their new strategic direction.	Non-First 5 LA revenue generated by LAUP, exclusive of any annual "carry-over" and money earned from the Child Signature Program Report on Phase II activities as listed in the Process Milestones.	LAUP will report on progress towards achieving the following Phase II Business Activities: • Plan and develop new business activities in the area of QRIS • Develop a detailed plan for transitioning services as needed based upon Phase III activities. This will include both reductions to services and the launch of new services, as determined by Phase III activities • Continue communication with program providers regarding the transition • Continue to seek funding and identify and develop strategic²²⁷ partnerships to leverage existing funding • LAUP will submit a forecast to First 5 LA by May 1, 2016 that identifies the projected balance at the close of the year

Attachment A
Contract Performance Matrix (PM)
For LAUP/First 5 LA Performance Based Contract FY 15-16

Outcome #7: Progress is made in changing public and political will and public policies to further the goal of expanding access to quality early learning for all of LA County's children.	• Continue to work collaboratively with First 5 LA on a policy agenda by advocating at the local, state and federal levels.	N/A	• LAUP will submit semiannual updates on activities to support the increase of public will and/or changes to public policies related to expanding access to quality early learning for all of LA County's children. This includes but is not limited to: • Advocacy activities at the local, state and federal levels • Progress within the Parent Ambassador Program • LAUP and First 5 LA will review and adjust the policy agenda quarterly to incorporate First 5 LA and LAUP Strategic Planning efforts, and changing policy landscape.



FIRST 5 LA LAUP CASH ADVANCE FORECAST



LAUP First 5 LA Expenses

	Q1	Q2	Q3	Q4	FY 2016
DIRECT LAUP GRANTS					
Preschool Provider Funding	\$ 3,188,496	\$ 10,856,863	\$ 11,089,493	\$ 11,214,499	\$ 36,349,351
District Demonstration Project	\$ 382,632	\$ 1,048,981	\$ 1,058,522	\$ 1,062,249	\$ 3,552,385
TOTAL DIRECT LAUP GRANTS	\$ 3,571,128	\$ 11,905,844	\$ 12,148,015	\$ 12,276,748	\$ 39,901,736
PROGRAM SUPPORT					
Coaching	\$ 1,471,273	\$ 1,328,543	\$ 1,583,391	\$ 23,052	\$ 4,406,259
Program Services	\$ 891,906	\$ 795,432	\$ 957,307	\$ 201,273	\$ 2,845,918
Awareness	\$ 465,894	\$ 471,694	\$ 516,073	\$ 102,384	\$ 1,556,045
Program Compliance	\$ 1,144,897	\$ 1,009,106	\$ 589,440	\$ 270,440	\$ 3,013,883
Research & Evaluation	\$ 434,399	\$ 381,745	\$ 479,090	\$ 154,653	\$ 1,449,887
Sustainability	\$ 1,951,437	\$ 1,227,755	\$ 1,272,182	\$ 471,091	\$ 4,922,465
TOTAL PROGRAM SUPPORT	\$ 6,359,806	\$ 5,214,275	\$ 5,397,483	\$ 1,222,893	\$ 18,194,457
TOTAL ADMINISTRATIVE	\$ 727,306.16	\$ 639,148.06	\$ 578,980.20	\$ 258,523.58	\$ 2,203,958
TOTAL LAUP FIRST 5 LA EXPENSES	\$ 10,658,240	\$ 17,759,267	\$ 18,124,478	\$ 13,758,165	\$ 60,300,150

4%

Breakdown in First 5 LA Fund Categories

Operating Contract Commitment per MSA ¹	\$ 9,836,601	\$ 13,104,040			\$ 22,940,641
Est. Child Signature Program (not yet received) ²	\$ 439,006	\$ 1,024,347	\$ 1,463,353	\$ 1,951,138	\$ 4,877,844
District Demonstration Projects ³	\$ 382,632	\$ 1,048,981	\$ 1,058,522	\$ 1,062,249	\$ 3,552,385
Fund Balance Request ⁴		\$ 2,581,900	\$ 15,602,603	\$ 10,744,778	\$ 28,929,281
LAUP First 5 LA Cash Expense Schedule:	\$ 10,658,240	\$ 17,759,268	\$ 18,124,478	\$ 13,758,165	\$ 60,300,150
<i>less unspent funds already paid to LAUP</i>	<i>\$ (382,632)</i>	<i>\$ (1,048,981)</i>	<i>\$ (1,058,522)</i>	<i>\$ (357,129)</i>	<i>\$ (2,847,264)</i>
TOTAL CASH ADVANCE REQUEST:	\$ 10,275,608	\$ 16,710,287	\$ 17,065,956	\$ 13,401,036	\$ 57,452,886

NOTES:

1 - The First 5 LA Operating Fund Commitment for FY 2016 is \$22.9M.

2 - LAUP's CSP budget is projected to extend through the end of FY16. Current projected budget for CSP in FY 2016 is \$4.9M

3 - Funding for District Demonstration Projects previously paid will cover \$2.8M of the expected expenditures for FY 2016. Additional funding of \$0.7M is required for FY 2016.

4 - LAUP estimates a need of \$28.9M from the Fund Balance in order to target 10,760 half-day preschool spaces according to Outcome 1 of Exhibit D in the Second Master Agreement.



	F5LA FUNDING SOURCE				LAUP Financial Responsibility	TOTAL LAUP BUDGET
	Operating Funds	Child Signature Program	District Demo Project Funds	TOTAL FIRST 5 LA BUDGETED FUNDS		
DIRECT LAUP GRANTS						
Preschool Provider Funding	\$ 32,599,746	\$ 3,749,605	\$ -	\$ 36,349,351		\$ 36,349,351
District Demonstration Project	\$ -	\$ -	\$ 3,552,385	\$ 3,552,385		\$ 3,552,385
TOTAL DIRECT LAUP GRANTS	\$ 32,599,746	\$ 3,749,605	\$ 3,552,385	\$ 39,901,736		\$ 39,901,736
PROGRAM SUPPORT						
Coaching	\$ 3,544,014	\$ 862,245	\$ -	\$ 4,406,259		\$ 4,406,259
Program Services	\$ 2,749,150	\$ 96,768	\$ -	\$ 2,845,918		\$ 2,845,918
Awareness	\$ 1,554,040	\$ 2,005	\$ -	\$ 1,556,045		\$ 1,556,045
Program Compliance	\$ 2,909,503	\$ 104,380	\$ -	\$ 3,013,883		\$ 3,013,883
Research & Evaluation	\$ 1,393,771	\$ 56,115	\$ -	\$ 1,449,886		\$ 1,449,886
Sustainability	\$ 4,919,956	\$ 2,509	\$ -	\$ 4,922,465		\$ 4,922,465
TOTAL PROGRAM SUPPORT	\$ 17,070,434	\$ 1,124,022	\$ -	\$ 18,194,456		\$ 18,194,456
TOTAL ADMINISTRATIVE	\$ 2,199,743	\$ 4,215	\$ -	\$ 2,203,958	4%	\$ 2,203,958
TOTAL LAUP BUDGET	\$ 51,869,923	\$ 4,877,842	\$ 3,552,385	\$ 60,300,150	\$ 750,000	\$ 61,050,150

NOTE:

-Workforce Consortium and CaresPlus are contracted separately and therefore budgets are not included above.

Attachment C

LAUP Proposed Operating Budget and Projected Sustainability Fund Forecast (in Millions)

	FY 13-14		FY 14-15		FY 15-16	
	\$ (millions)	% of budget	\$ (millions)	% of budget	\$ (millions)	% of budget
EXPENSES						
LAUP Preschool Grants	\$42.02	65.74%	\$43.65	68.15%	\$39.90	66.17%
Program Support	\$19.31	30.21%	\$17.99	28.09%	\$18.19	29.83%
Administrative	\$2.59	4.05%	\$2.41	3.76%	\$2.20	4.00%
Total Expenses	\$63.92	100.00%	\$64.05	100.00%	\$60.29	100.00%
REMAINING FUNDS						
Funds Requested from Fund Balance	\$13.91		\$23.20		\$28.93	
Projected Fund Balance	\$75.86		\$52.67		\$23.74	

LAUP Performance Based Contract

Kevin Dieterle

May 14, 2015

232



First5LA.org

Context for LAUP's FY15-16 Contract

- Entering final year of Second Master Agreement; contract expires June 30, 2016
- Reflects initial implementation of new Business Plan and Strategic Plan
 - Adopted Summer 2014
 - Business Plan builds upon and supports key strategic priorities outlined in its new Strategic Plan
 - Primary focus is continued development and marketing of LAUP's approach to improving quality of ECE

233

Contract

- Key FY 15-16 Contract Exhibits:
 1. Proposed Performance Matrix
 2. Proposed Budget
- Exhibits reflect final year of funding for preschool spaces and investments in transition to new Strategic and Business Plans

234

Performance Matrix Revisions

FY15-16

- Outcome 1: The definition of natural attrition has been broadened to include classrooms based on self-determination and non-compliance.
- Outcome 3: LAUP will utilize findings from teacher retention study to inform policy and program planning.

235

Performance Matrix Revisions

FY15-16

- Outcome 5: LAUP will continue rigorous research and evaluation efforts
 - Inform program development efforts during Phase II of LAUP's Business Plan
 - Provide data and evaluation findings to support grant applications
 - Inform the early education policy agenda at all levels
 - Support LAUP's business development team by analyzing data to inform planning and decision making

236

Performance Matrix Revisions

FY15-16

- Outcome 6: LAUP will implement Phase II of its Business Plan to support their new Strategic Direction
- Outcome 7: Focus is on changing public and political will and public policies to further the goal of expanding access to quality early learning for all of LA County's children.

237

Proposed Budget FY15-16

- Composition of proposed LAUP

FY15-16 budget:

- Direct Service: \$51.87 M
- Child Signature Program: \$4.88 M
- District Demonstration Projects: \$3.55 M

238

FY15-16 Operating Budget

Expenses	FY13-14		FY14-15		FY15-16	
	\$ (millions)	%	\$ (millions)	%	\$ (millions)	%
LAUP Preschool Grants	\$42.02	65.74%	\$43.65	68.15%	\$39.90	66.17% ²³⁹
Program Support	\$19.31	30.21%	\$17.99	28.09%	\$17.99	29.83%
Administrative	\$2.59	4.05%	\$2.41	3.76%	\$2.41	4.00%
Total Expenses	\$63.92	100.00%	\$64.05	100.00%	\$60.30	100.00%
Projected Fund Balance	\$75.86		\$52.67		\$23.74	

Considerations

- Anticipated balance from allocation (\$30 - \$40M)
- Potential for alignment between First 5 LA and LAUP's Strategic Plans in increasing ECE quality

240

Next Steps

- June 11, 2015 Commission Meeting
 - Authorize staff to amend and execute the contract effective July 1, 2015 in an amount not to exceed \$60,300,150.
 - Delegate authority to Executive Director to execute contract amendments.

241

Questions?



Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: May 14, 2015

Subject: **FIRST 5 LA FISCAL YEAR 2015-16 PROPOSED BUDGET**

Honorable Chair and Members of the Commission,

We are pleased to submit for your review the 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 on May 4, 2015, and consistent with the First 5 LA Governance Guidelines, we are presenting the Proposed Budget to you today for discussion. The Proposed Budget was generated using the latest information available at the time the budget was developed and may be updated to reflect recent expenditures, as well as any guidance the Commission may provide at today's meeting. We will return in June 2015 to review any changes and 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

COMMISSIONERS

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A PUBLIC ENTITY

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.

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		Variance	
	Original		Revised		FY 2015-16 Budget			
Program	\$ 221,203,000	92%	\$ 206,113,001	91%	\$ 207,517,000	91%	\$ 1,403,999	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%	\$ 228,201,362	100%	\$ 2,733,182	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.

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						
<i>2015-2020 Strategic Plan: Focusing for the Future</i>						
a. Investments/Approaches Reaffirmed by the Board and Aligned with SP	\$ 48,801,000		\$ 44,698,000		\$ 61,301,000	
b. Existing Investments Potentially Aligned with SP	7,305,000		6,652,000		3,610,000	
c. New Investments Under Development (Strategic Plan Implementation Fund)	-		250,000		3,136,000	
<i>Total 2015-2020 Strategic Plan</i>	\$ 56,106,000	23%	\$ 51,600,000	23%	\$ 68,047,000	30%
<i>Legacy Investments</i>	151,454,000	63%	143,153,000	63%	131,556,000	58%
<i>Research & Evaluation</i>	13,643,000	6%	11,360,000	5%	7,914,000	3%
Total Program	\$ 221,203,000	92%	\$ 206,113,000	91%	\$ 207,517,000	91%
Operating	19,355,179	8%	19,355,179	9%	20,684,362	9%
TOTAL BUDGET	\$ 240,558,179	100%	\$ 225,468,179	100%	\$ 228,201,362	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

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				Proposed	
	Original		Revised		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%

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 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.

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 \$81.0 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 \$57.1 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 and in compliance with the California Health and Safety Code (the "Code") governing the operations of First 5 LA, the Commission approves an annual administrative cost limit which is a percentage of the total budget. Although neither the Code nor the First 5 LA policy specifies a maximum percentage, 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.

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.

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				VARIANCE	
				\$	%
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
<i>Investments and Approaches Reaffirmed by the Board and Aligned with SP</i>					
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%
<i>Existing Investments Potentially Aligned with SP</i>					
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%
<i>New Investments Under Development, to be Aligned with SP (Strategic Plan Implementation Fund)</i>					
	Families	\$ -	\$ 636,000	\$ 636,000	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	\$ 3,136,000	\$ 2,886,000	1154.4%
	TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE	\$ 51,600,000	\$ 68,047,000	\$ 16,447,000	31.9%
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	
				\$	%
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	\$ 228,201,362	\$ 2,733,183	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 \$	%
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%
	Assessing Progress	302,000	-	(302,000)	-100%
Communities: Place-Based - Community Capacity Building	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	2,933,000	730,000	33%
	Partnership Support ⁴	3,946,000	2,323,000	(1,623,000)	-41%
	Resident Engagement ⁵	1,820,000	3,520,000	1,700,000	93%
	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%
	Conference Funding	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%
	211 LA County	1,340,000	1,340,000	-	0%
Information Resource and Referral	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		\$ -	\$ 636,000	\$ 636,000	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	\$ 3,136,000	\$ 2,886,000	1154%
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		\$ 51,600,000	\$ 68,047,000	\$ 16,447,000	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%
Children's Dental Care	Black Infant Health Program	1,452,000	1,455,000	3,000	0%
	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%
	Capacity Building Grants	4,000	-	(4,000)	-100%
Community Opportunities Fund	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	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%
	Dental Health Innovation	720,000	-	(720,000)	-100%
Oral Health & Nutrition	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 Lead Agency	867,000	1,352,000	485,000	56%
Peer Support Groups for Parents	Peer Support Groups Training and Technical Assistance Provider	191,000	117,000	(74,000)	-39%
	Policy Advocacy Fund - I	1,460,000	805,000	(655,000)	-45%
Policy Advocacy Fund	Policy Advocacy Fund - II	1,622,000	1,276,000	(346,000)	-21%
	Policy Advocacy Fund Technical Assistance Provider	113,000	113,000	-	0%
Reducing Childhood Obesity	Policy Capacity Building Support	140,000	-	(140,000)	-100%
	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%
Resource Mobilization - Funder Partnerships	Grade Level Reading Campaign	105,000	300,000	195,000	186%
	Emerging Funder Collaboratives	-	30,000	30,000	N/A
Resource Mobilization - Funder Partnerships	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	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%
	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 ⁹	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 ¹⁰	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 (LAMBB) Project	574,000	260,000	(314,000)	-55%
	Maternal Infant Hospital Assessment	-	105,000	105,000	N/A
Data Partnership with Funders	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%
	Children's Data Network (CDN)	1,000,000	900,000	(100,000)	-10%
	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	
				\$	%
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 ¹¹	2,565,000	1,743,000	(822,000)	-32%
	Professional Development System Study ¹²	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
Research Partnerships	Welcome Baby Implementation and Outcomes Evaluation*	-	515,000	515,000	N/A
	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	\$ 207,517,000	\$ 1,404,000	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 Planning" 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

OPERATING COSTS SUMMARY FY 2015-16									
	FY 2014-15			FY 2015-16					
	Revised Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Program	Other Program (MAA)	Proposed 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	-	-	5,200	-	5,200	(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 Office 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	1,396,990	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	239,300	238,246	1,054	-	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	82,485	67,477	15,018	3,300	32,385	32,000	1,000	89,485	6,990
6706 Local Meetings	159,700	144,845	14,855	17,500	62,300	35,000	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									
6246 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		207,517,000
Total FY 2015-16 Budget	\$	228,201,362
Administrative Cost Percentage		4.94%
* Directors and Administrative Assistants Only		

SCHEDULE OF AUTHORIZED POSITIONS						
Division/Department	FY 2014-15			Filled Positions as of April 1, 2015	FY 2015-16	
	Authorized Positions ¹	Amended Positions	Amended Authorized Positions		Baseline	New Positions 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

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 postnatally. Welcome Baby provides parenting education and health promotion information, and invites families into an array of services and supports in their community. In addition, families receive information and support during each visit on topics such as breastfeeding, health, safety, postpartum depression and other issues.

All families delivering at 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			Proposed		
	FY 2014-15 Budget			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%		2,933,000	17%
Partnership Support		3,946,000	27%		2,323,000	14%
Resident Engagement		1,820,000	12%		3,520,000	21%
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	\$ 636,000	20%
Communities	1,093,750	35%
Early Care & Education (ECE) Systems	370,000	12%
Health, Mental Health & Substance Abuse Systems	546,250	17%
Other/Cross-Cutting Activities	490,000	16%
Total Strategic Plan Implementation Fund	\$ 3,136,000	100%

Families (\$636,000)

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 (\$50,000).

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%
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%

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 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.

Salaries and Employee Benefits

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 second phase of the salary adjustments approved during FY 2014-15 based on the compensation study recommendations (approximately \$211,000), the approved modification to the retirement benefits offered by First 5 LA (approximately \$379,000), and new positions included as part of the FY 2015-16 budget, as detailed in the table below (approximately \$620,000). 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
Total Estimated Fiscal Impact of New Positions		\$ 620,000

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.

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 be 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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Families: Place-Based - Welcome Baby/Select Home Visiting increase costs in areas such as supplies and mileage.	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 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)

Proposed Budget Fiscal Year: 2015 - 2016

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 Liverty; and 4) Based on findings from Sweet Liverty 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 Liverty 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

Proposed Budget Fiscal Year: 2015 - 2016

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 Livivity.

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	\$2,933,000	0.3313

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) CENTER FOR THE STUDY OF SOCIAL POLICY (CSSP): To amend/extend contract with CSSP through October 31, 2015, in order to complete deliverables under its FY 2014-2015 contract. This includes: (a) Supporting the 14 Partnerships in developing milestones in three capacities; and (b) supporting Partnerships and BSFF Contractors in developing Performance Measures related to the BSFF strategies and activities.

(2) CAPACITY BUILDING ASSISTANCE CONTRACTOR(S): Staff will contract with expert(s) to support/advise First 5 LA in:

- Planning and leveraging local, state, and national efforts to strengthen communities and improve systems in support of families;
- Collaborate with other place-based efforts locally, statewide and nationally; and
- Disseminate best practices and lessons learned to other BSC contractors that currently receive or will receive First 5 LA funding.

(3) 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.).

(4) LEARNING TEAM:

Initiative	Investment Category

Communities: Place-Based - Community Capacity Building

2015-2020 Strategic Plan:
Focusing for the Future

Community Leadership Coach: During FY 15-16, staff will issue a solicitation for a community leadership coach who will: a) Provide skills-building opportunities to Community Partnership members (e.g., meeting planning and facilitation); b) connect Community Partnership members to capacity building opportunities from a network of training and technical assistance providers; and c) 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-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.

(5) 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.

(6) 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:

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Communities: Place-Based - Community Capacity Building	2015-2020 Strategic Plan: Focusing for the Future
(1) Center for the Study of Social Policy (CSSP): Contract amendment/extension through October 31, 2015, to: • Support Partnerships in developing milestones in three capacities: a. Co-design (with First 5 LA staff) a process for the 14 Partnerships to identify where they are along a continuum of development for each of the 3 capacities. b. Facilitate the process with the 14 Partnerships to identify where they are within the 3 capacities and the milestones to be achieved by June 2016. c. Gather/consolidate information for each Partnership regarding the three capacities to help inform discussions. Sources of information may include, but are not limited to: Developmental Evaluation Reflections, Partnership/Workgroup discussions, and Partnership Capacity Building Plans developed during 2014-2015. • Support Partnerships and BSFF Contractors in developing Performance Measures related to the BSFF strategies and activities. Total = \$475,000 (2) Capacity Building Contractor(s): Contract with expert(s) to support/advise First 5 LA in: (a) Planning and leveraging local, state and national efforts to strengthen communities and improve systems in support of families; (b) Collaborate with other place-based efforts locally, statewide and nationally; and (c) Disseminate best practices and lessons learned to other current and future BSC contractors. Total = \$200,000 (3) 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. 200 hours x \$150/hour = \$30,000 (rounded) Total = \$30,000 x 14 Partnerships = \$420,000 (4) LEARNING TEAM: 4.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 9 mos. x 13 BSCs = \$912,600 • Note-takers: 20 hours/month x \$60/hour x 9 mos. x 13 BSCs = \$140,400 • Mileage and Supplies: \$2,115 x 13 BSCs = \$27,495 • Administration costs: \$2,115 x 13 BSCs = \$27,495 Subtotal 4a = \$1,108,000 (rounded) 4.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 4B) Subtotal = \$236,292 EVALUATION WORKGROUPS: 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	

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.

Communities: Place-Based - Community Capacity Building

2015-2020 Strategic Plan:
Focusing for the Future

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 4b = \$510,000 rounded

(5) 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)

(6) 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

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:

- Contract amendment for CSSP to complete three deliverables under its FY 2014-2015 contract.
- 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.

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 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	\$3,520,000	0.9340

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 (\$3,520,000) to continue implementing resident engagement through the Resident Outreach Coordinators (ROCs: \$1,820,000), and Neighborhood Action Councils (NACs: \$1,700,000). 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	2015-2020 Strategic Plan: Focusing for the Future
Resident Outreach Coordinators: 18 ROCs for 14 BSCs totals \$1,820,000	
Neighborhood Action Councils: 70 NACs @ \$24,286 per NAC (estimate) = \$1,700,000	

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. While the FY 14-15 budget of \$1.9 million supported NACs located through Los Angeles County (i.e., within and outside the 14 Best Start communities), 15 of the NACs were only supported from January 2015 to June 2015 (i.e., 6 months). For FY 15-16, only the 70 NACs located within the 14 BSCs will receive continued First 5 LA support, and all for a full 12 months. Funding for NACs located outside the Best Start communities will end on June 30, 2015.

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

Proposed Budget Fiscal Year: 2015 - 2016

Initiative	Investment Category.
Policy Agenda/Advocacy related to Proposition 10 and sustainability/leveraging investments in oral health and other key areas.	2015-2020 Strategic Plan: Focusing for the Future

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's 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.

Proposed Budget Fiscal Year: 2015 - 2016

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;

Proposed Budget Fiscal Year: 2015 - 2016

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:

$\$117 \text{ pmpm} \times 6 \text{ months} = \$702$ to cover one child for the 6-month period

Estimated number of children to be served = 249

$249 \text{ children} \times \$702 = \$174,798$

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

Proposed Budget Fiscal Year: 2015 - 2016

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 project.

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

Proposed Budget Fiscal Year: 2015 - 2016

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

Proposed Budget Fiscal Year: 2015 - 2016

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 through 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.

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 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.

$\$2,700 \times 18 = \$48,000$ (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 families 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).

Proposed Budget Fiscal Year: 2015 - 2016

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

Workforce Development

Investment Category.

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%)

INVESTMENT CATEGORY:

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 from 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

Data Development and Integration

Investment Category:

Research & Evaluation

Program Name

SharePoint

Prior Year Revised Budget

\$135,000

Revised Budget

\$0

Variance

-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 used 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 deliverables 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 the 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 deliverables will be completed in FY 15-16 than what was originally expected for 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
Obesity Prevention & Nutrition Collective Impact 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

GOVERNANCE AND EXECUTIVE SUMMARY FY 2015-16

		FY 2014-15	FY 2015-16		
		Revised Budget	Board of Commissioners	Executive	Variance from FY 2014-15
Personnel Services					
	Total Salaries	729,723	-	710,091	(19,632)
	Total Employee Benefits	158,867	-	194,998	36,131
	Total Personnel Services	888,590	-	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	25,000
	Total General Operating Expenses	40,150	7,450	57,700	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	-
Consultant Services					
6601	Consultant Fees	175,000	50,000	100,000	150,000
6602	Other Professional Fees	-	-	-	-
6603	External Reviewers	-	-	-	-
	Total Consultant Services	175,000	50,000	100,000	(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
6704	Conference Registration	4,900	500	3,000	3,500
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	(1,900)
Capital Improvements					
6216	Capital Outlay	-	-	-	-
6302	Capital Improvements	-	-	-	-
	Total Capital Improvements	-	-	-	-
	Total Department Expenses	1,415,540	116,850	1,313,289	14,599

ADMINISTRATION SUMMARY FY 2015-16

	FY 2014-15	FY 2015-16								Office of Strategic Planning and Implementation	Proposed Budget	Variance from FY 2014-15
	Revised Budget	Chief Administrative	Contract Compliance	Facilities Management	Finance	Grants Management	Human Resources	Information Technology				
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												
ADP Payroll Charges	30,000	-	-	-	31,000	-	-	-	-	31,000	1,000	
Workers' Compensation Insurance	123,500	-	-	-	100,000	-	-	-	-	100,000	(23,500)	
Utilities	160,000	-	-	155,000	-	-	-	-	-	155,000	(5,000)	
Corporate Insurance	73,500	-	-	-	76,000	-	-	-	-	76,000	2,500	
Mileage and Parking	3,100	700	200	-	400	750	-	1,000	500	3,550	450	
Telephones and Modems	75,000	-	-	-	-	-	-	65,000	-	65,000	(10,000)	
Cell Phones and Mobile Devices	47,720	-	-	-	1,200	1,250	1,200	20,000	600	24,250	(23,470)	
Outside Printing	2,000	-	-	-	2,500	-	-	-	-	2,500	500	
Other Supplies	12,000	-	-	12,000	-	-	-	-	-	12,000	-	
Postage and Delivery	13,300	-	100	13,200	-	-	-	-	-	13,300	-	
Educational Supplies	-	-	-	-	-	-	-	-	-	-	-	
Office Supplies	38,600	1,500	3,000	29,000	2,000	1,500	2,700	15,000	720	55,420	16,820	
Subscriptions and Publications	2,500	-	-	-	-	-	3,800	-	360	4,160	1,660	
Equipment Rental	120,000	-	-	118,200	-	-	-	-	-	118,200	(1,800)	
Building Repairs and Maintenance	195,000	-	-	180,000	-	-	-	-	-	180,000	(15,000)	
Equipment Repairs and Maintenance	56,700	-	-	20,000	-	-	-	10,000	-	30,000	(26,700)	
Offsite Storage	13,600	-	-	9,200	-	-	-	4,500	-	13,700	100	
Hardware and Software Maintenance	160,000	-	-	-	-	-	-	250,000	-	250,000	90,000	
Miscellaneous Service Charges	12,000	-	-	-	12,000	-	-	-	-	12,000	-	
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												
Audit	70,056	-	-	-	70,000	-	-	-	-	70,000	(56)	
Legal	-	-	500	15,000	1,000	7,000	-	500	-	24,000	5,000	
Professional Dues	19,000	-	-	-	-	-	-	-	-	-	-	
First 5 California Association	-	-	-	-	-	-	-	-	-	-	-	
Professional Development	164,000	2,000	10,000	-	3,000	5,000	100,000	10,000	2,000	132,000	(32,000)	
Staff Recruitment	24,500	-	-	-	-	-	25,000	-	-	25,000	500	
Commission Stipends	-	-	-	-	-	-	-	-	-	-	-	
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												
Consultant Fees	1,222,000	25,000	50,000	-	-	10,000	300,000	250,000	250,000	885,000	(337,000)	
Other Professional Fees	239,500	-	-	233,000	-	-	4,500	-	-	237,500	(2,000)	
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												
Airfare	12,642	1,000	1,500	-	2,800	5,000	1,500	792	2,000	14,592	1,950	
Lodging	15,726	1,200	3,500	-	2,700	5,000	4,000	926	2,400	19,726	4,000	
Conference Registration	26,245	1,500	3,300	-	1,800	11,985	8,000	1,000	4,800	32,385	6,140	
Local Meetings	105,800	1,500	2,000	-	600	1,000	1,200	1,000	55,000	62,300	(43,500)	
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	135,571	(29,276)	
Capital Improvements												
Capital Outlay	160,000	-	-	-	-	-	-	120,000	-	120,000	(40,000)	
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

	FY 2014-15	FY 2015-16								
	Revised Budget	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	(6,800)
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 Office 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	-	-	-	-	-	-	-	-	-	-
Human Resources Related Costs	-	-	-	-	-	-	-	-	-	-
6606	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-
6602 Other Professional Fees	147,400	25,000	50,000	-	-	-	25,000	168,000	268,000	120,600
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	35,400	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	
		Revised 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

Authorized Positions

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 First 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.

COMMUNICATIONS AND MARKETING

		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. Underspensing 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. Underspensing 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. Underspensing 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

Authorized Positions

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

Authorized Positions

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.

GRANTS 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	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
 - o 2016 Labor Law Posters (2 sets)
 - o 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:
 - o Society of Human Resources Management (SHRM)
 - o Association for Training Development (ASTD)
 - o World at Work- The Total Rewards Association
 - o Professionals in Human Resources Association (PIHRA)
 - o Organizational Development Network (OD Network)
 - o 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: **\$12K**
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 (Mainline/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.

OFFICE OF STRATEGIC PLANNING AND IMPLEMENTATION

		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

POLICY AND INTERGOVERNMENTAL AFFAIRS

		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 place-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	
21 st 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 RAI'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

Board of Commissioners
Meeting

May 14, 2015



Agenda

- Budget Development Context
- Budget Overview
 - Framework
 - Discussion of Core Budget Components
- Board Engagement

494

Budget Development Context

The FY 2015-16 Budget represents a transitional budget

- Reflects costs for ongoing legacy initiatives that continue into the new Strategic Plan timeframe
- Reflects funding for work associated with the new Strategic Plan
 - Priority anchor investments
 - Evolving and new work under development

495

Budget Development Context

The 2015-2020 Strategic Plan included the following estimated resource requirements:

2015-2020 STRATEGIC PLAN OUTCOME AREA	5-YEAR PROJECTION
Families	\$ 217,369,424
Communities	109,645,397
Early Care & Education (ECE) Systems	74,674,400
Health, Mental Health & Substance Abuse Systems	32,876,856
Other/Cross-Cutting Activities	130,511,065
TOTAL RESOURCES	\$ 565,077,142

496

Work will continue to revise the 5-year projections as needed, and will be discussed in the context of the updated Long Term Financial Projection in January 2016

Budget Development Context

The FY 2015-16 Budget supports the first year of the 2015-2020 Strategic Plan, advancing efforts to ensure that all children in LA County enter kindergarten ready to succeed in school and life

497

- Activities and inputs:
 - Strategic Plan Implementation & Strategy Refinement Process
 - Expiring Initiative Assessments
 - Organizational Development & Transformation
 - Long Term Financial Projection
 - Governance Guidelines
- Strategy refinement process built on the initial Strategic Plan resource estimates, focusing on Year 1
- Strategy refinement process based on our expected trajectory to align revenue and expenditures by FY 2019-20

Budget Framework

Structured to reflect the 2015-2020 Strategic Plan, the various components of implementation activity, and ongoing work of the Commission

498

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

Budget Framework

The 2015-2020 Strategic Plan investment categories:

- a) Investments/Approaches Reaffirmed by the Board and Aligned with the Strategic Plan
- b) Existing Investments Potentially Aligned to the Strategic Plan
- c) New Investments Under Development

499

FY 2015-16 Budget Summary

BUDGET CATEGORY	FY 2014-15				Proposed	
	Original		Revised		FY 2015-16	
Program						
2015-2020 Strategic Plan: Focusing for the Future						
a. Investments/Approaches Reaffirmed by the Board and Aligned with SP	\$ 48,801,000		\$ 44,698,000		\$ 61,301,000	500
b. Existing Investments Potentially Aligned with SP	7,305,000		6,652,000		3,610,000	
c. New Investments Under Development (Strategic Plan Implementation Fund)	-		250,000		3,136,000	
Total 2015-2020 Strategic Plan	\$ 56,106,000	23%	\$ 51,600,000	23%	\$ 68,047,000	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%	\$ 207,517,000	91%
Operating	19,355,179	8%	19,355,179	9%	20,684,362	9%
TOTAL BUDGET	\$ 240,558,179	100%	\$ 225,468,179	100%	\$ 228,201,362	100%

Key Observations

- Legacy Investments continue to represent nearly 60% of First 5 LA expenditures
- Anchor Investments for new Strategic Plan reaching full implementation
 - Welcome Baby/Select Home Visiting
 - Best Start Community Capacity Building
- New resources needed to advance the Strategic Plan
 - Policy and Advocacy
 - Strategic Communications
 - Developmental Activity (Strategic Plan Implementation Fund)
- Administrative Cost Limit = 4.94%

501

2015-2020 Strategic Plan: Focusing for the Future

BUDGET CATEGORY	FY 2014-15 Budget		Proposed FY 2015-16
	Original	Revised	
<i>2015-2020 Strategic Plan: Focusing for the Future</i>			
a. Investments/Approaches Reaffirmed by the Board and Aligned with SP	\$48,801,000	\$44,698,000	\$61,301,000
b. Existing Investments Potentially Aligned with SP	7,305,000	6,652,000	3,610,000
c. New Investments Under Development (Strategic Plan Implementation Fund)	-	250,000	3,136,000
<i>Total 2015-2020 Strategic Plan</i>	\$56,106,000	\$51,600,000	\$68,047,000

502

2015-2020 Strategic Plan Investments

- Programmatic outcome areas are not mutually exclusive
 - Investments in Families and Communities will yield positive effects in early care and education and health outcomes for children
- Some emerging work will advance multiple outcome areas → implementation will be coordinated across strategies

503

a. Reaffirmed & Aligned Investments

INITIATIVE/PROGRAM	FY 2014-15		Proposed
	Original	Revised	FY 2015-16
Families: Place-Based - Welcome Baby/Select Home Visiting	\$ 30,126,000	\$ 26,016,000	\$ 36,603,000
Communities: Place-Based - Community Capacity Building	14,810,000	14,810,000	17,029,000
Policy Agenda/Advocacy	1,095,000	1,095,000	2,797,000
Communications & Marketing	2,770,000	2,777,000	4,872,000 ⁵⁰⁴
Total Reaffirmed/Aligned Investments	\$ 48,801,000	\$ 44,698,000	\$ 61,301,000

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

b. Potentially Aligned Investments

Includes two investments recommended for extension as part of the Expiring Initiatives Assessment process

505

INITIATIVE/PROGRAM	FY 2014-15		Proposed	
	Original	Revised	FY 2015-16	
Healthy Kids	\$ 5,945,000	\$ 5,292,000	\$ 2,250,000	
Information Resource and Referral	1,360,000	1,360,000	1,360,000	
Total Potentially Aligned Investments	\$ 7,305,000	\$ 6,652,000	\$ 3,610,000	

c. Strategic Plan Implementation Fund

Estimated resources to support new work related to the anticipated Year 1 activities of the Strategic Plan

506

- o Based on the strategy refinement work conducted within the 4 outcome areas

2015-2020 STRATEGIC PLAN OUTCOME AREA	FY 2015-16
Families	\$ 636,000
Communities	1,093,750
Early Care & Education (ECE) Systems	370,000
Health, Mental Health & Substance Abuse Systems	546,250
Other/Cross-Cutting Activities	490,000
TOTAL STRATEGIC PLAN IMPLEMENTATION FUND	\$ 3,136,000

c. Strategic Plan Implementation Fund

Examples of anticipated new Year 1 tasks:

Families:

- Developing an implementation plan for a pilot of Project Dulce
- Convening the Abriendo Puertas design and implementation team
- Conducting a landscape analysis of family protective factor measurement tools

507

Communities:

- Engaging consultant expertise in Information Resource and Referral to establish a funding process and capacity building assistance to strengthen processes within the 14 Best Start Communities
- Conducting a countywide comprehensive park needs assessment
- Providing training and technical assistance to advocacy groups to increase knowledge surrounding specific needs relative to built environments for children 0-5

c. Strategic Plan Implementation Fund

Examples of anticipated new Year 1 tasks:

ECE Systems:

- Joint planning and relationship building with key Quality Rating Improvement System (QRIS) partners to advance QRIS support locally, regionally and statewide
- Completing the landscape analysis of Kindergarten Readiness Assessments used by school districts in the County and initial outreach activity

508

Health Systems:

- Establishing and convening an initial partner collaborative to support learning around Help Me Grow
- Conducting an environmental scan and identifying policy issues related to trauma-informed care

Ongoing vs. New (by Outcome Area)

2015-2020 STRATEGIC PLAN OUTCOME AREA	FY 2015-16 ESTIMATED COSTS		
	UNDER		
	ONGOING	DEVELOPMENT	TOTAL
Families	\$ 36,603,000	\$ 636,000	\$ 37,239,000
Communities	17,029,000	1,093,750	18,122,750
Early Care & Education (ECE) Systems*	1,695,000	370,000	2,065,000
Health, Mental Health & Substance Abuse Systems*	100,000	546,250	646,250
Other/Cross-Cutting Activities	-	490,000	490,000
TOTAL COSTS BY OUTCOME AREA	\$ 55,427,000	\$ 3,136,000	\$ 58,563,000

509

* “Ongoing” costs shown here for ECE and Health Systems include resources that are embedded within existing initiatives and are not separated in the budget documents for the specific outcome area.

Legacy Investments

25 investments, representing ongoing work of the Commission

- Investments that went through Expiring Initiatives Assessment
 - Extended beyond FY 2015-16 → activities not specifically provided for in the new strategic direction (e.g. Reducing Childhood Obesity)
 - Extended beyond FY 2015-16 → alignment of activities to the new strategic direction will take place in a future fiscal year (e.g. LAUP, ECE Workforce Consortium)
- Investments that have yet to be assessed (may align with the Strategic Plan outcomes and strategies)
 - Will be evaluated in the future, consistent with the Governance Guidelines and the Expiring Initiatives Assessment process

510

Legacy Investments – Examples

INITIATIVE		FY 2014-15 REVISED	FY 2015-16 PROPOSED	VARIANCE	
				\$	%
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 Dental 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%
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 & Evaluation

Projects that align with and contribute to the Strategic Plan outcomes and strategies, as well as ongoing projects aligned to legacy investments

512

- Based on analysis presented to the Commission in March 2015
- Development of the Monitoring, Evaluation and Learning (MEL) Framework is currently underway

Internal Operations

OPERATING COST CATEGORY	FY 2014-15				Proposed	
	Original		Revised		FY 2015-16	
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%

513

Primary drivers of the budget increase for internal operations:

- Personnel Services:
 - 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

Internal Operations

General Operating Expenses: Includes costs such as utilities, corporate insurance, office supplies, building/equipment repairs and maintenance, hardware/software maintenance, and contingency

Professional Services: Includes costs related to audit and legal services, professional dues and professional development

514

Consultant Services: Includes costs related to general consulting needs of the organization, as well as fees related to the management of the First 5 LA building

Capital Improvements: Includes costs related to workstation replacements, servers, appliances and other anticipated hardware needs

Administrative Cost Limit = 4.94% of total FY 2015-16 Budget

Board Engagement

- May 1, 2015 – Budget & Finance Committee
- May 14, 2015 – Commission
 - Informational Item: Presented for Discussion
- 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, focusing on resources for the 2015-2020 Strategic Plan
- 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
 - Action Item: Presented for Commission Approval

515

QUESTIONS?



516

FIRST 5 LA

SUBJECT:

Building Lease – La Petite Academy

RECOMMENDATION:

Approval to extend the lease with La Petite Academy, a child care center, for a five-year period beginning with fiscal year 2015-16 through 2020-21 and authorize the Executive Director to execute the agreement.

BACKGROUND:

La Petite Academy, Inc. (LPA), a for-profit company, has operated a licensed child care facility in a portion of the first floor of First 5 LA's building at 750 N. Alameda Street since May of 2005. LPA paid no rent from 2005 until 2012 when a new agreement was negotiated of approximately \$99,000 per year plus annual Consumer Price Index (CPI) adjustments. The current agreement expires June 30, 2015, and First 5 LA has negotiated the new terms of the extension with LPA. First 5 LA contracted with our facilities management contractor (Morlin Asset Management, LP) and Commission legal counsel to negotiate an acceptable renewal of our lease with LPA.

RESULT:

Staff has agreed with LPA to a new lease term of five (5) years. The lease includes a "right of first negotiation" with the tenant prior to making any new use of the space at the end of the lease. This does not commit First 5 LA to continuing the lease, only to discussing an extension first with LPA.

Staff also has agreed with La Petite Academy on a first year base rent amount of \$110,745.60 that shall be increased each year by the annual CPI adjustment not to exceed 2%. While First 5 LA has not charged La Petite for operating expenses (e.g., utility costs) in the past, La Petite has agreed to pay its prorata share of 14.5% of such expenses in the new lease. Thus the first year total income to First 5 LA will be approximately \$154,253. This new lease amount will constitute a 51% increase from the current lease amount of \$102,012 for 2014-15.

Lease negotiations have ended and the lease agreement is now undergoing legal review. After the agreement has been reviewed by Counsel, this item will come back to the Board for final action at the June 11, 2015 board meeting. .

NEXT STEPS:

This item is being presented to the Commission today for information. Staff recommends that this item be brought back to the Commission for final approval at the June 11, 2015 Commission meeting as a consent item, directing the Executive Director to execute the lease agreement.

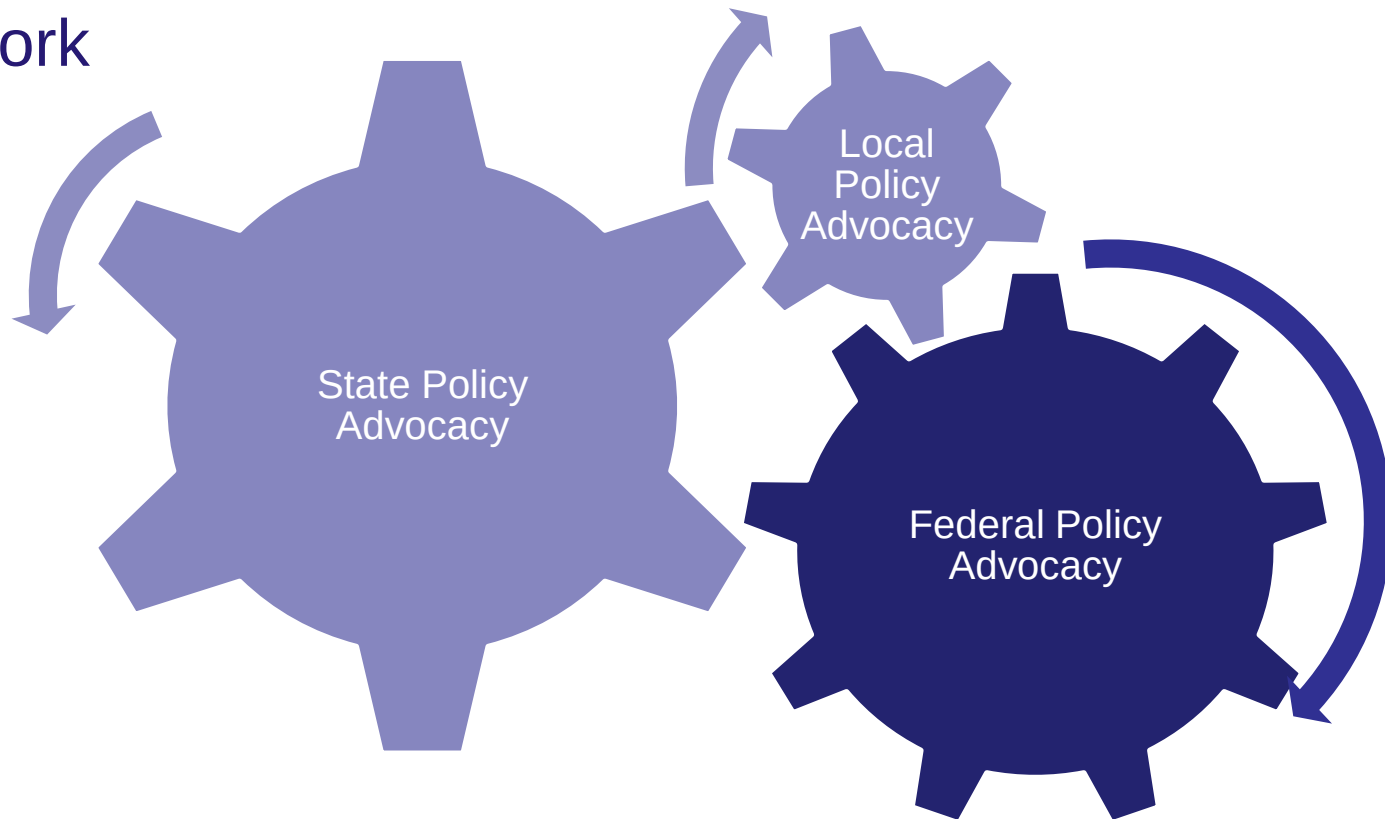
First 5 LA Policy Update The Raben Group

Tessa Charnofsky
Government Affairs Manager
May 14, 2015



Public Policy Work

- The Raben Group has been working with First 5 LA since July, 2013
- Our federal work intersects with state and local policy work



519

In the Executive Office Building for meeting with White House staff



520

First 5 LA
Federal Policy & Sustainability
2013-14 Update and Review

Commission Meeting

521

May 14, 2015

Joel Packer, Sunil Mansukhani and Anais Duran

The Raben Group

Goals of Presentation

- Review 2014-15 advocacy efforts
 - Focus on sustainability
- Highlight policy-advocacy opportunities and challenges
- Forecast and implementation of new policy initiatives aligned with Strategic Plan

522

Our Focus

Priority areas for 2014-15

- Sustainability of and increased investments for early learning (early childhood education, home visiting)
- Support on other First 5 LA policy agenda items
- Alignment and collaboration with state advocates and other First 5 LA funded policy making organizations

523

Strategic Approach

Policy Advocacy

Data and
Stories

Policymaker
Engagement

Collaboration

524

What Happened in 2014-15

- Effectively positioned First 5 LA as a *valued, trusted, credible* voice and contributor at the federal level
 - We partnered with high visibility stakeholders.
 - We worked to secure federal public financing for high-quality programs
 - Advocated for expanded access for early education
 - Reauthorization of federal funds for home visiting programs.
 - We developed a rapid-response system
 - Alerting First 5 LA team with up-to-the-minute Federal updates and opportunities.

525

Sustainability Goals: ECE and HV

Short Term 6-12 months	Intermediate Term 12 months to 2 years	Long Term 2-5 years
ECE Engage LA delegation and coalitions to support President's Early Learning Plan HV Congressmembers and advocacy leaders have a clear understanding of HV benefits and F5LA initiatives BOTH Establish significant affiliations with LAC Members of Congress and national stakeholders who impact F5LA's issues Develop a cohesive system for rapid response to federal policy developments and opportunities	ECE Advocate for funding investments for early childhood programs from the Administration and Congress HV Advocate for continued funding of MIECHV and pursue other policy opportunities (Title IX) Promote F5LA leadership in policy workgroups and panels including HV coalitions BOTH Analyze political climate after 2014 election for opportunities related to F5LA policy agenda Advocate for support of early childhood priorities during 2016 elections and Presidential transition Strengthen F5LA advocacy beyond typical partners and engage private sector	Position First 5 LA as a trusted source of relevant information for federal policy makers 526 Public funding expanded for quality ECE and HV programs Established strong ties with next Administration and delegation members 9

Policy Maker Engagement

Early Childhood Education, Home Visiting

- Continued to develop meaningful relationships for First 5 LA:
 - Hand delivered CA State Legislator support letter for Maternal Infant Early Childhood Home Visiting (MIECHV) reauthorization
 - One-on-one meetings through Child Care Development block⁵²⁷ Grant (CCDBG) reauthorization
 - Disseminated data and investments from First 5 LA funded programs
- Hosted Congressional and Administration staff briefings
- Arranged for LA meeting with Director of White House Office of Public Engagement

Collaboration

Early Childhood Education, Home Visiting

- Collaborated with key groups, including:
 - First Five Years Fund
 - Next Generation/Too Small to Fail
 - Ready Nation
 - PEW
 - Zero to Three
 - National Women’s Law Center
- Facilitated partner agency conversations with federal experts.
- Participated in key coalitions including The Pew Home Visiting Coalition, the Strong Start for Children campaign, and White House convenings.

528

Policy Advocacy

Early Childhood Education

- First 5 LA attended the White House Early Learning Summit.
- Closely tracked CCDBG and Elementary Secondary Education Act (ESEA)
 - Hand delivered letters including funding fact sheets and data maps
- Provided rapid-response updates, drafted legislative analyses and advocated directly on:
 - Budget/sequester plans
 - ESEA reauthorization bill and preschool inclusion
 - Early Head Start-Child Care Partnerships
 - CCDBG reauthorization

Policy Advocacy

Home Visiting

- Advocated for Maternal Infant and Early Childhood Home Visitation (MIECHV) reauthorization.
- Provided rapid-response updates, drafted legislative analysis and advocated directly through Medicare “doc fix”.

530

Our Analysis of 2014-15

Even in difficult political and fiscal environments there were major victories on early learning.



**VICTORY
IS MINE**

531

Our Analysis of 2014-15

- Early learning was the big winner in the Fiscal Year 2014 omnibus appropriations bill – almost \$1.5 billion increase:
 - Head Start: +\$525 million; sequester cut fully restored plus \$100 million
 - LACOE is a Head Start Grantee
 - Early Head Start-Child Care Partnerships: \$500 million
 - New Preschool Development Grants: \$250 million
 - California did not receive a grant
 - CCDBG: +\$153 million

532

Our Analysis of 2014-15

- Early Head Start-Child Care Partnerships funded in LA:
 - LACOE = \$8 million
 - Crystal Stairs, Inc. = \$1.5 million
 - Dignity Health, California Hospital Medical Center = \$300,000
 - Plaza Community Center, Inc. = \$3.1 million
 - Vista Del Mar Child and Family Services = \$3.2 million
 - Volunteers of America of Los Angeles = \$1.4 million

533

Our Analysis of 2014-15

- Child Care and Development Block Grant (CCDBG) was reauthorized after 16 years with almost unanimous bipartisan support.
 - Makes child care safer by defining health and safety requirements for child care providers, requiring background checks, and inspection of facilities.
 - Includes First 5 LA provision on safe sleep practices.
 - Provides more stability for parents and children through family-friendly eligibility policies.
 - Helps parents better understand child care choices available to them by improving accessibility and transparency of information about providers.

534

Our Analysis of 2014-15

- However, additional federal funding is needed for states and providers to meet new CCDBG standards



535

Our Analysis of 2014-15

- Early Childhood Education Provisions were included in Senate HELP Committee version of ESEA (reported unanimously)
 - Early Learning Alignment and Improvement Grants (NEW)
 - New birth through K literacy program
 - State’s K12 academic standards must be aligned with “relevant State early learning guidelines” required by⁵³⁶ CCDBG
 - More explicit language allowing the use of Title I funds for early education
 - Inclusion of early childhood in multiple ESEA programs: professional development, Safe and Healthy Students, charter schools, English Language Learner grant

Our Analysis of 2014-15

Maternal Infant and Early Childhood Home Visitation (MIECHV) was twice reauthorized with bipartisan support – now extended for two years.

537

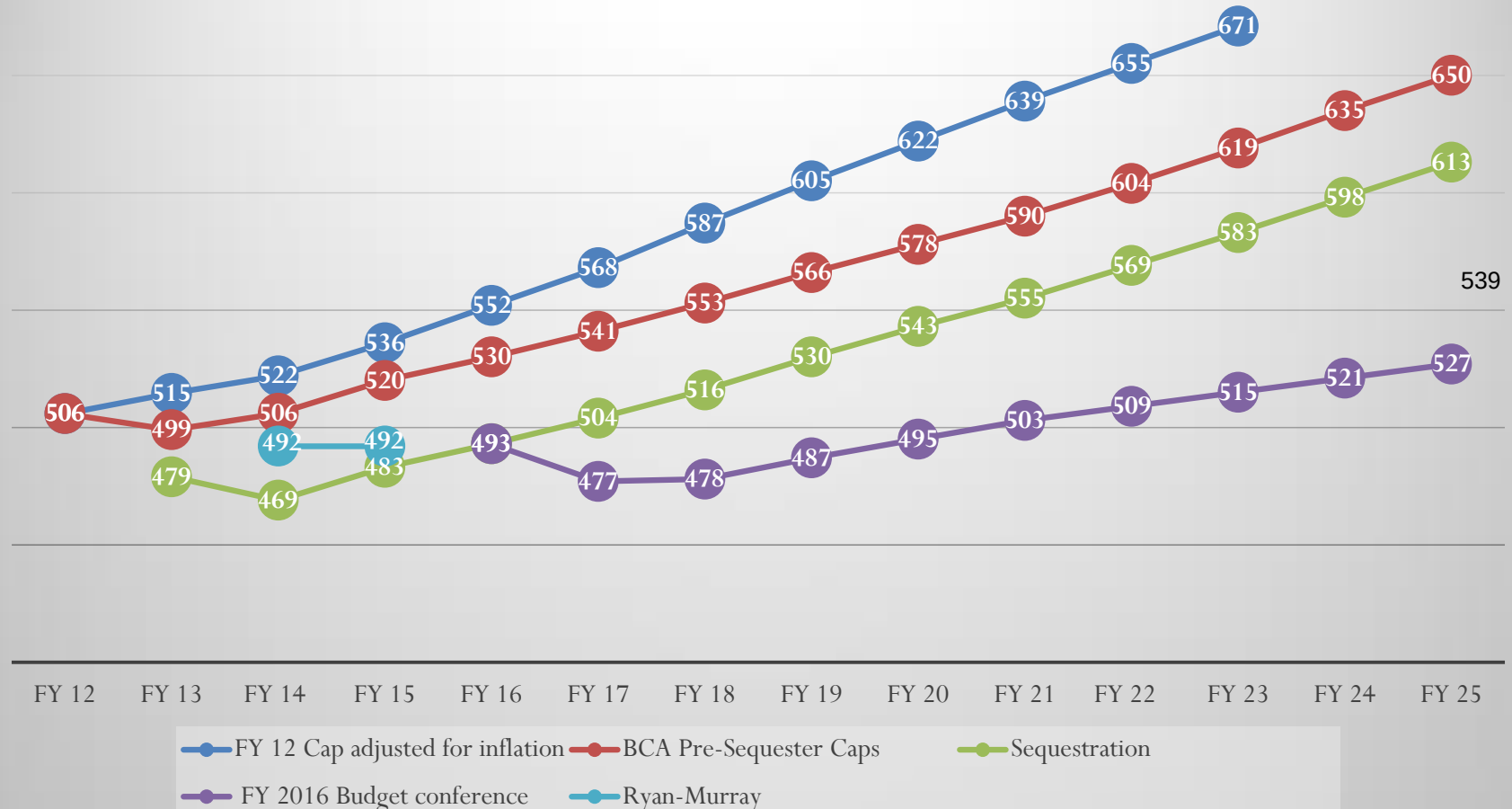


Looking Forward to 2015-16

- Continue to advocate for robust preschool program in Elementary Secondary Education Act (ESEA) reauthorization and implementation of early learning programs.
- Focus on increasing federal support for early learning⁵³⁸ programs in FY 2016 and FY 2017 appropriations.
- Work in coalition to raise sequester funding caps.

Congressional Budget Slashes Nondefense Discretionary \$496 Billion

In billions of \$



Looking Forward to 2015-16

- Strategic Plan and Federal Policy Agenda alignment, to include expanding policy messaging and advocacy to cover Trauma Informed Care and Developmental Screenings.
- Trauma Informed Care possibilities:
 - Connect with groups working on Trauma Informed Care, such as the American Academy of Pediatrics.
 - Promote adoption of Adverse Childhood Experiences (ACEs) routine screenings in health care settings.
 - Strengthen linkages across disciplines and sectors, including primary care and behavioral health.

540

Looking Forward to 2015-16

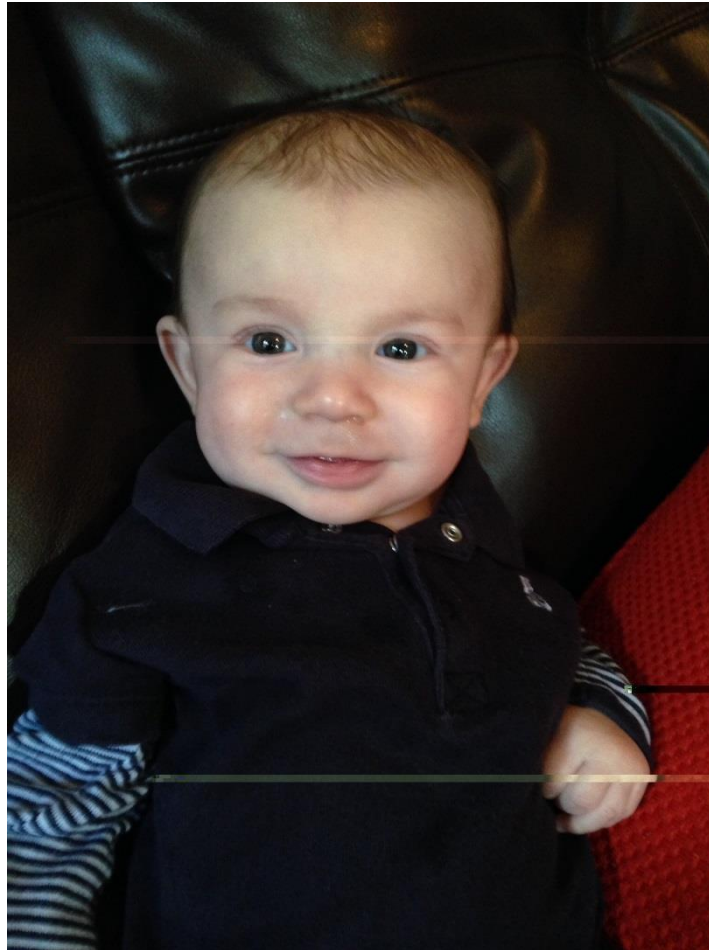
- Developmental Screenings possibilities:
 - Connect with groups active in this area such as the American Academy of Pediatrics, Help Me Grow National, ZERO TO THREE, CLASP, and the disability community.
 - Promote appropriate developmental screenings throughout the health care system.
 - Strengthen the system linkages between early identification and early intervention, to better identify and address developmental needs as early as possible.

541

Looking Forward to 2015-16

- Advocate for inclusion of HV, ECE, developmental screenings and trauma-informed care policies in presidential candidates' policies, parties' platforms for 2016⁵⁴²
- Develop relationships with Presidential transition team following the 2016 election.
- Identify opportunities to build relationships beyond the traditional partners and engage the private sector.

Joel's Grandson Oliver



543



544