

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

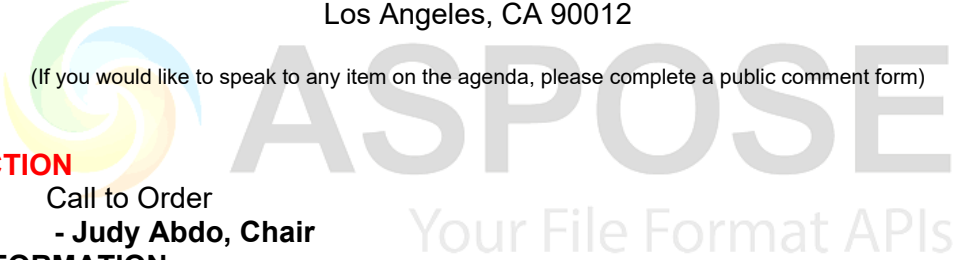
Chair: Sheila Kuehl

Thursday, April 28, 2016
12:15 PM 1:15 PM

Meeting Location:

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

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

- 
1. **ACTION**
Call to Order
- **Judy Abdo, Chair**
 2. **INFORMATION** 3
Review Executive Committee Meeting Notes - April 7, 2016
- **Judy Abdo, Chair**
 3. **INFORMATION** 9
Standing Items
 - A. Review of Annual Operating Budget
 - B. Annual Audit
 - C. Review of Annual Report to the State Commission
 - D. Contract Compliance
 - E. Quality Assurance
 - F. Evaluation
 - G. Policy and Advocacy
 - H. Personnel and Compensation

- **Raoul Ortega, Director, Finance**
 4. **INFORMATION**
Public Comment

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COMMISSIONERS

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

Kim Belshé

EXECUTIVE VICE PRESIDENT

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5. **ACTION**
Adjournment



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**FIRST 5 LA
SUMMARY MEETING NOTES
Special Meeting of the Executive Committee
April 7, 2016**

COMMITTEE MEMBERS PRESENT:

Judy Abdo (Chair)
Nancy Au (Vice Chair)
Duane Dennis
Christopher Thompson

RECORDING SECRETARY:

Linda Vo, Executive Assistant

LEGAL COUNSEL:

Craig Steele

STAFF PRESENT:

Peter Barth, Director
Policy and Intergovernmental Affairs
Kim Belshé, Executive Director
Stacy Lee, Director
Director of Strategic Planning and Integration
John Wagner, Chief Operating Officer

1. Call to Order/Roll Call

The meeting was called to order by Committee Chair Abdo at 10:03 am. Committee Chair Abdo welcomed everyone in attendance. Roll call was completed.

2. Review of Executive Committee Meeting Notes – March 3, 2016

The notes were received and filed with no deletions, additions, and/or changes.

3. Standing Updates

1. Review of Annual Operating Budget
2. Annual Audit
3. Review of Annual Report to the State Commission
4. Fiscal
5. Contract Compliance
6. Quality Assurance
7. Evaluation
8. **Policy and Advocacy – Alternative Revenues**
9. Personnel and Compensation

Mr. Wagner briefly informed the Committee that there will be a few policies around the budget that will be coming forth before the Committee for their review and approval. One of them will be on approving an annual budget instead of a biennial budget.

Commissioner Dennis wanted to make sure that the Commission is reminded of the action that was taken two years ago so that they can have the proper context of the item that will be brought forth for action at a future Commission meeting. In addition, Commissioner Dennis suggested providing Commissioners with a timeline of when these policies will be brought forth so that Commissioners can fully understand the process that is being taken on these policies.

Mr. Wagner said that staff will provide the Commission with this timeline and offer on an as needed basis briefings on why we are proposing going from a biennial budget to an annual budget.

3.8 Policy and Advocacy – Alternative Revenues

Mr. Barth reminded the Committee that staff had a meeting with Margaret Brodtkin who was the lead in creating a local dedicated Children's fund.

He also reminded the Committee of some of the important activities that need to be identified before proceeding forward with creating a dedicated local children's fund. These included the following:

1. Do you know what services are needed in your community?
2. What services are currently being provided?
3. What gaps there are in services?
4. Do we know where the money is coming from to fund these services and where more money is needed?

Commissioner Au wanted to know how staff plans to identify how we will proceed with these efforts.

Ms. Belshé said there are two pieces: Mapping the work and ensuring that we reflect what has been done with previous efforts of the Children's planning council.

Commissioner Dennis said he currently is a consultant with the Office of Child Care, who is the local planning council. One of the things that they are mandated to do is a needs assessment. However, they don't have the resources to do this assessment: i.e. Number of head starts, etc. Commissioner Dennis said that there may be some opportunity for First 5 LA to partner with the Office of Child Care to conduct this needs assessment. He would like staff to connect with them to see what is possible.

Commissioner Dennis said that a Political Asset map is also important.

Ms. Belshé said that it is important for First 5 LA to demonstrate what we can bring to the table before meeting with Legislators in order to have more impact with what we are trying to do. For instance, First 5 Orange County determined that a large portion of their money was going to physicians and because they had a board member who is also a part of the medical society, they deployed the Orange County medical society leadership who had relationships with legislators in Orange County to help advance their efforts. So it's not only about working with those organizations that support children's issues but also about engaging others who are connected to us in some way who also have strong relationships with Legislators. It is an opportunity for us to be more strategic in building relationships with others so that we can leverage them in moving our goals.

Commissioner Dennis also said that staff needs to be more specific with the data that it presents to Legislators around children's issues that impact that particular person's area. By Congressional district, Senatorial district, etc. Know the political boundaries and how many dollars go into each district that shows the gaps in services.

Ms. Belshé said that's exactly the work that the Advancement Project does as they get down to the zip code in presenting data.

Commissioner Au said that it is important to follow the mental health initiative that was passed and spearheaded by Darrell Steinberg and used as an example on how we should proceed forward. She reminds the Committee that it passed because it was in partnership with a

Legislative person as well as with advocates on the ground so there wasn't as much push back from the other legislators as a result of this partnership.

Commissioner Abdo wanted to know who would have the depth of understanding of all of the broad work that this would involve.

Mr. Barth indicated that this is why it is important to hire the right staff person who would be able to dedicate him/herself to this very area. Ultimately, this person would work in alignment with others to help pull this all together.

Commissioner Abdo was concerned with the data analysis. She indicated that there has to be a special group that can crunch the data in different ways that would be useful to different groups. She gives an example of a survey that was conducted in Santa Monica. The right questions were not asked so the right data was not retrieved from this survey.

Ms. Belshé said this is why Advancement Project is great for something like this. Their data is very granular and they have the ability to move work forward with elected officials. All in all, they are the right organization for this type of data analysis.

Commissioner Dennis recommended that staff working with Jacquelyn McCroskey from Children's Data Network since she is already working on something that could be useful to First 5 LA.

Mr. Wagner commented that there could be some alignment with the work of the Office of Child Protection, as they have approached the Advancement Project on working with data as well that could inform their work.

4. Governance Guidelines: Implementation of Sustainability and Leveraging

Ms. Belshé said that one of the primary reasons of why staff is bringing this item before the Executive Committee is because First 5 LA acknowledges that there have been some grappling with what exactly is the definition of leveraging. By bringing it before the Committee today, staff hopes to get some direction and guidance on how to proceed forward with implementing sustainability and leveraging as it applies to grantmaking.

Ms. Lee went through a brief presentation First 5 LA is applying sustainability and leveraging to its work. She reminds the Committee that the Governance Guidelines were approved back in March 2014. Guideline #5: Sustainability and Guideline #6: Leveraging are related to implementation of the Strategic Plan have been used as guidelines for internal policies for all future grantmaking. She also reminds the Committee that the Governance Guidelines Internal Implementation Project was shared at the September 2015 Program and Planning Committee.

Ms. Lee went through how sustainability and leveraging are outlined in the Governance Guidelines:

Guideline #5:

All solicitations and Strategic Partnerships distributing grant funds and released as part of the Strategic Plan 2015-2020 will include a section detailing the outcomes and objectives that are expected as a result of First 5 LA funding.

Guideline #6:

All solicitations and Strategic Partnerships distributing grant funds and released as part of the Strategic Plan 2015-2020 will include a section detailing the existing funding landscape and leveraging range that could be expected throughout the funding period.

Ms. Lee said that there are exceptions to these definitions:

- Strategic Partnerships releasing funds for good or services for the primary benefit of First 5 LA (e.g., vendors, consultants, etc.)
- Strategic Partnerships releasing grant funds under \$75,000, with approval from Executive Director.

Ms. Lee said that staff is already incorporating sustainability and leveraging in its memos and presentations that are being brought forth before the Commission so that the Commission can be reminded that First 5 LA is being intentional in applying the governance guidelines in our work.

Commissioner Dennis commented that the current definition of leveraging is very narrow. He would like to spend a little more time on the leveraging component of the governance Guidelines, given he is comfortable with the sustainability part of it. Commissioner Dennis said that if First 5 LA only focuses on the financial part of whether an organization can financially bring something to the table in order to get funding from First 5 LA, then we could be missing out on some important human capital.

Ms. Belshé said that the point of the leveraging component is to ensure that organizations do not look to First 5 LA to sustain their programs long term, which is what has been done in the past.

Commissioner Dennis doesn't think that it is in First 5 LA's interest to not look at human capital to be just as important as capital, especially since First 5 LA is so vested in place based initiatives. However, he agrees that he doesn't want organizations to think First 5 LA is the go to in order to sustain their programs.

Commissioner Abdo said that Commissioner Dennis' point is important when thinking about younger organizations. These organizations may have some great ideas and connections yet not have the internal capacity to look that far into the future to move their work. However, this doesn't mean that we should pass on funding an organization such as this.

Ms. Lee said that staff is really trying to get organizations to understand that it is not First 5 LA's responsibility to sustain a program after the funding period has ended. It is not the intention of staff to leave out smaller organizations that have great human capital and ideas but to ensure that organizations take responsibility for carrying on their programs.

Commissioner Dennis said that he would like staff to reconsider changing the definition of leveraging so that it is not so narrow and instead also focus on the importance of human capital.

Commissioner Au said that leveraging has to be defined beyond the fiscal part since it is also social capital that plays an important role in sustaining programs.

It was agreed by the Committee that additional staff work needs to be done on defining leveraging so that it is not so narrow allow room for human capital to be considered to be just as important as the fiscal component of it.

There is no further discussion on this item.

5. **Evaluation – Board Survey Regarding Information and Communications**

Ms. Vo presented a draft of the findings that resulted from the Board Communication survey that was sent out on March 18. The objective of the survey is to ensure staff is communicating with the Commissioners in a manner that supports its role as our governing Board. As of April 7, a total of 15 (79%) Commissioners had completed the survey. She noted that two of the three Commissioners who did not complete the survey included one on maternity leave and another who had just retired about a week prior. It is also important to note that not all questions were answered by all respondents.

As a reminder to the Committee members, Ms. Vo informed the Committee that the survey contained 29 statements regarding Board communication. Commissioners were asked to answer each one and to indicate to what extent they agreed or disagreed, unless specified otherwise. For each statement, Commissioners also had the opportunity to comment and responses were recorded anonymously.

She covered the following key areas that Commissioners were queried on:

1. Board and Committee meetings materials
2. First 5 LA Website
3. Board and Committee meetings
4. Board Learning Development
5. New Board Orientation (For those Commissioners appointed after August 2013)
6. Method and frequency of Communication
7. Administration and Staff Support

Meeting materials

Over all, Commissioners agree that the current mechanisms around communication are very useful (e.g. memos, PowerPoints, Executive Director's highlights). There were some comments that these items at times, were too lengthy.

First 5 LA Website

Almost three quarters of the Commission use the First 5 LA website to access Commission and Committee meeting materials. However, less than half of the Commissioners used the website to access other materials such as bylaws, commissioner info, and governance guidelines. A few Commissioners commented that the website is not as intuitive or easy to navigate, which could explain why 93% of Commissioners agreed that they would use a separate Commissioner portal if one were provided and easy to navigate.

Board and Committee meetings

About 78% of Commissioners agreed the length of meetings is sufficient to ensure effective governance. 86% of respondents also agreed that Committee meetings helped Commissioners prepare for discussion at a future Board Meeting. And if given the opportunity to attend other Committee meetings that Commissioners are not assigned to, only 42% agreed that they would attend.

Board Learning Development

93% of Commissioners agreed that it is important for First 5 LA to allocate time for Board learning and development that would strengthen and deepen Commissioners' understanding of the early childhood development field and the work of First 5 LA. They prefer to these learning opportunities to be offered at Board meetings and on an as needed basis or quarterly. Commissioners also revealed that they would like to learn most about the following three topics: Policy and Advocacy; Health-Related Systems, and Early Care and Education Systems

New Board Orientation (only applicable to those Commissioners who were appointed on or after August 2013)

Currently, 70% of Commissioners agreed that they received adequate orientation to their role and responsibilities as a Board member. The survey revealed that Commissioners would like to spend a little more time on the bylaws and more information on Committee Structure and board expectations.

Method and frequency of Communication

Overall, most commissioners prefer to receive information via Board/Committee meetings and emails, which is consistent with First 5 LA's current approach.

Administration and Staff Support

Based on responses received, 79% agreed that communication between the Board Secretary and Executive Department is strong and clear, with a slightly lower agreement between the Board and Senior Management team at 63%. In addition, 93% of respondents felt that the Board Secretary support during Commission and Committee ensured for smooth meetings, with 78% in agreement on IT providing the same support

Ms. Vo and Ms. Belshé indicated next steps would be to incorporate the findings from this survey and improve on the mechanisms around which communication is shared with the Board. Some areas of improvement were on the: First 5 LA Website; Executive Director's report; Board Learning Development; New Board Orientation. Staff is currently already working on revising the ED report so that the format aligns with the four outcome areas of the Strategic Plan 2015-20. That way as we go through the implementation process, it will be easier for the Commission to follow.

The Committee seemed pleased with the survey findings and next steps.

There is no further discussion on this item.

ADJOURNMENT:

The open session of the meeting was adjourned at 11:35 am. The Executive Committee then entered into closed session.

NEXT MEETING:

The next scheduled meeting will take place as follows:

Thursday, April 28, 2016
12:15 pm – 1:15 pm

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

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

Memo

To: Executive Committee

From: Kim Belshé, Executive Director

Date: April 28, 2016

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2016-17 BUDGET**

Members of the Committee,

We are pleased to present the draft proposed FY 2016-17 Budget, which 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 second year of alignment with the 2015-2020 Strategic Plan: Focusing for the Future.

The FY 2016-17 Budget reflects further implementation and advancement of the 2015-2020 Strategic Plan, which marked a shift in approach from funding programs and toward a focus on policy and systems change. This new strategic approach is based on First 5 LA's desire to redirect its resources to have the greatest impact on families and children 0-5 in Los Angeles County. This new approach is an important distinction from previous years and signals a transition that will allow Commission resources to have a broader impact for children and families across LA County. The FY 2016-17 Budget supports the organization's strategic shift by continuing to honor existing commitments while also pivoting more fully to a different strategic approach, resulting in an overall decrease of \$57.6 million from FY 2015-16. This decrease also reflects the reality of the Commission's declining fiscal resources and the dedication to live within the means of the organization.

This transmittal memo is intended to provide an overview of the FY 2016-17 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 2016-17 Budget
 - B. Potential Future Changes

COMMISSIONERS

Los Angeles County Supervisor	Nancy Haruye Au	Christopher Thompson, MD
Sheila Kuehl	Jane Boeckmann	Joseph Ybarra Jr., Ph.D.
<i>Chair</i>	Duane Dennis	Marlene Zepeda, Ph.D.
Judy Abdo	Cynthia A. Harding, M.P.H.	
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EXECUTIVE DIRECTOR

Kim Belshé

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- III. Revenue Assumptions
- IV. Impact on Fund Balance
- V. Administrative Cost Limit
- VI. Conclusion

Key budget and supporting documents are as follows:

Attachment A: FY 2016-17 Budget

- FY 2016-17 Budget Summary
- Budget Summary for Programs by Initiative/Strategy & Program
- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

Attachment B: FY 2016-17 Budget – Highlights

Attachment C: Program Budget – Detail by Initiative/Program

Attachment D: Operating Budget – 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 Strategic Plan is intended to sharpen our focus, improve the impact we seek, work within our financial means, and strengthen internal capacity to deliver on our mission. FY 2016-17 will mark the second 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 LA County. Consistent with the Commission’s new strategic direction, First 5 LA will place greater emphasis on efforts that contribute to sustainable public financing, public policy and systems-level change. This new direction also means that First 5 LA will place 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 (ECE) 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 LA County.

The FY 2016-17 Budget supports these priority focus areas and describes the planned work for the fiscal year to advance the outcomes detailed in the 2015-2020 Strategic Plan. The FY 2016-17 Budget reflects a marked shift in spending and the work for the second year of the 2015-2020 Strategic Plan. Based on the processes currently underway to effectively implement the strategies outlined in the Strategic Plan, the FY 2016-17 Budget reflects a transition away from funding for First 5 LA’s Legacy Investments, with a shift in resources toward the outcomes and strategies detailed in the Strategic Plan. The budget continues to reflect costs for ongoing legacy initiatives that will soon be either ending or ramping down, but represents a 69% decrease in anticipated spending from FY 2015-16 for these purposes. At the same time, the budget reflects the 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, policy and strategic communications efforts—and resources for more developmental activity to advance the 2015-2020 Strategic Plan, representing a 54% increase in anticipated spending for these activities from FY 2015-16.

As previously noted, the budget includes existing multi-year programs (“Legacy Investments”) scheduled to conclude during the new 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. In addition, consistent with the Governance Guidelines and the Strategic Plan, we have prepared budget requests with a renewed focus on sustainability and leveraging.

A. Overall Budget Summary

The total FY 2016-17 Budget is presented in a summary schedule in Attachment A. As shown in the following high-level table, the Budget totals \$160.6 million, a reduction of \$57.6 million, or 26.4% from the FY 2015-16 revised budget of \$218.3 million. Costs are estimated to decrease by 29.7% for programs and increase by 4.8% for internal operations.

BUDGET COMPONENT	FY 2015-16 Budget				Proposed		Variance
	Original		Revised		FY 2016-17 Budget		
Program	\$ 208,922,000	91%	\$ 197,460,000	90%	\$ 138,827,000	86%	\$(58,633,000) -29.7%
Operating	20,794,362	9%	\$ 20,794,362	10%	21,794,933	14%	1,000,571 4.8%
TOTAL BUDGET	\$ 229,716,362	100%	\$ 218,254,362	100%	\$ 160,621,933	100%	\$(57,632,429) -26.4%

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 2016-17 Budget are presented in Attachment B.

As noted previously, the FY 2016-17 Budget reflects a significant pivot in spending away from Legacy Investments approved as part of previous strategic plans, shifting resources to focus on the strategies and investments prioritized in the 2015-2020 Strategic Plan. As we enter into the second year of the Strategic Plan, a number of “anchor” investments are scaling up to full implementation, driving anticipated costs for FY 2016-17 higher than in previous years. Specifically, FY 2016-17 will reflect continued implementation and greater resources for the investments in 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 incorporated in support of key approaches as outlined in the Strategic Plan, including resources to continue expanding our policy and advocacy efforts as well as strategic communications.

While the strategy implementation process continues, estimated resources to support the anticipated “Year 2” activities for the Strategic Plan are presented in the context of the four priority outcome areas noted on page 2. Based on the intensive work conducted through the implementation process, these resources represent estimated costs for activities that we expect to advance or achieve in FY 2016-17.

First 5 LA is also undergoing an organizational transformation process to determine the appropriate internal 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. Although incremental changes to personnel are incorporated into the FY 2016-17 Budget, management took a conservative approach to overall staffing levels by maintaining the current level of authorized positions for the organization. As the implementation process continues and we have a greater understanding of the future needs of the organization, we will be in a better position to determine the appropriate level of staffing and other operating resources needed in the future state of the organization.

B. Program Costs Summary

Program costs comprise \$138.8 million, or 86% of the total Budget, as shown in the table below. Given that FY 2016-17 represents the second 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 two related components of implementation activity: 1) Strategic Plan priority outcome areas, and 2) Strategic Plan investment areas and support costs. In addition, the budget includes resources for the 21 legacy investments and research and evaluation projects with ongoing costs in FY 2016-17, a reduction of 3 investments previously funded in the previous year. While a majority of overall resources in the previous year were appropriated for spending on legacy investments, the FY 2016-17 Budget demonstrates First 5 LA’s continued development of and commitment to the strategies and outcomes detailed in the 2015-2020 Strategic Plan, with the majority of resources in FY 2016-17 earmarked for these purposes as seen in the table below.

BUDGET CATEGORY	FY 2015-16 Budget		Proposed	
	Original	Revised	FY 2016-17 Budget	
Program				
<i>2015-2020 Strategic Plan: Focusing for the Future</i>				
a. Strategic Plan Priority Outcome Areas	\$ 57,649,000	\$ 51,119,000	\$ 82,430,000	
b. Strategic Plan Investment Areas & Support Costs	7,669,000	7,669,000	8,087,000	
<i>Total 2015-2020 Strategic Plan</i>	\$ 65,318,000	28%	\$ 58,788,000	27%
<i>Legacy Investments</i>	136,518,000	59%	131,920,000	60%
<i>Research & Evaluation</i>	7,086,000	3%	6,752,000	3%
Total Program	\$ 208,922,000	91%	\$ 197,460,000	90%
Operating	20,794,362	9%	20,794,362	10%
TOTAL BUDGET	\$ 229,716,362	100%	\$ 218,254,362	100%
			\$ 160,621,933	100%

Consistent with the FY 2015-16 Budget, program costs reflect continued implementation of initiatives and programs according to their approved timeline, as well as actions taken by the Commission during FY 2015-16 to extend certain initiatives and programs. Program costs also include 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 2 activities for the 2015-2020 Strategic Plan, including resources totaling \$26.6 million to support planned work in the Early Care and Education (ECE) and Health-related Systems priority

outcome areas, an increase of \$24.6 million over the \$2.0 million included in FY 2015-16 for new work in these areas that were still in the very early stages of development. 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 budget request for programs by initiative. At this point in time, the budget includes 31 initiatives with anticipated costs to be incurred during FY 2016-17, a decrease from the 35 initiatives in FY 2015-16 due to 6 initiatives expiring by June 30, 2016 and the addition of two additional initiatives representing priority outcome areas—ECE and Health—not previously represented at the initiative level. We anticipate that the program budget structure as presented in Attachment A and in the table above 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.

Program investments are presented based on the following overarching categories:

- 1) **2015-2020 Strategic Plan: Focusing for the Future:** This category, described further below, includes costs related to activities that directly support the strategies and outcomes of the 2015-2020 Strategic Plan. As First 5 LA continues the development and implementation of the Strategic Plan strategies and approaches, the FY 2016-17 Budget reflects a significant pivot for the organization, with resources in this area increasing by approximately 54% from the previous year.
 - a. **Strategic Plan Priority Outcome Areas** – This category includes the following:
 - i. Anchor activities outlined in the Strategic Plan, including Welcome Baby and Select Home Visiting, as well as the community capacity building activities in the 14 Best Start Communities; and
 - ii. New work being developed and implemented to support and achieve the outcomes detailed in the four priority outcome areas.
 - b. **Strategic Plan Investment Areas and Support Costs** – 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.

In FY 2015-16, cost estimates for new Strategic Plan work still under development were incorporated into the fiscal year Budget in the Strategic Plan Implementation Fund (SPIF). Because the FY 2015-16 Budget was developed shortly after the approval of the 2015-2020 Strategic Plan and while the strategy refinement process was still underway, the amounts included in SPIF were high-level preliminary estimates of costs for new activities that we expected to advance in FY 2015-16, reflecting the best thinking to date regarding the potential needs for Year 1 of the Strategic Plan. As implementation work progressed over the past year, staff was able to further clarify the cost requirements to support the new work of the Strategic Plan. As such, reflecting high-level estimates of resources in SPIF is no longer necessary, and resources are defined by outcome area, strategy, and project for FY 2016-17 as noted above.

- 2) **Legacy Investments** – These 21 investments—a decrease of 4 overall from the previous year—represent ongoing work of the Commission that is expected to end according to the terms of the initiative or project approval. This category includes 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 2016-17. These will be evaluated in the future consistent with the First 5 LA Governance Guidelines and the expiring

initiatives assessment process. As noted, the FY 2016-17 Budget reflects a decrease in anticipated spending for legacy investments of approximately 69%. Most notably, the Budget no longer includes the approximately \$55.4 million in annual funding specifically for Los Angeles Universal Preschool, shifting the focus from direct services—providing funding for preschool slots—to policy and systems change in the area of early care and education as directed by the Strategic Plan. Similarly, investments such as the ECE Workforce Consortium (\$12.8 million) and CARES Plus (\$2.0 million) end as scheduled in FY 2015-16, while other investments such as Reducing Childhood Obesity (decrease of \$10.3 million) and Oral Health & Nutrition-Dental Home (decrease of \$2.5 million) ramp down significantly from the previous year toward an expected end in FY 2016-17.

- 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, demonstrating First 5 LA’s commitment to learning from our current and past investments. To this end, the Research and Evaluation Department is developing the “Monitoring, Evaluation and Learning (MEL) Framework,” which will provide a comprehensive structure for organizing First 5 LA’s Research and Evaluation activities. The transition to the new framework will occur during FY 2016-17 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, including investments that are large, high-profile, or Commission priorities. Attachment C provides additional detail on each program budget request.

The table on page 3 compares the current year budget with the FY 2016-17 Budget. The \$57.6 million decrease 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.

Although the overall fiscal year budget is decreasing, the FY 2016-17 Budget represents a marked shift in resources from the Legacy Investments—where initiatives are ending or ramping down—to the 2015-2020 Strategic Plan priorities, where investments are scaling up significantly.

C. Operating Costs Summary

Operating costs comprise \$21.8 million, or 14% of the total Budget, with approximately 81% 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 2015-16 Budget				Proposed	
	Original		Revised		FY 2016-17 Budget	
Personnel Services	\$ 16,367,981	79%	\$ 16,367,981	79%	\$ 17,647,870	81%
General Operating Expenses	1,398,990	7%	1,343,390	6%	1,325,540	6%
Professional Services	714,900	3%	711,295	3%	803,052	4%
Consultant Services	1,733,500	8%	1,778,455	9%	1,492,950	7%
Travel & Meeting Expenses	458,991	2%	473,241	2%	430,521	2%
Capital Improvements	120,000	1%	120,000	1%	95,000	0%
Total Operating Costs	\$ 20,794,362	100%	\$ 20,794,362	100%	\$ 21,794,933	100%

An increase of \$1.0 million in operating costs from the current year is primarily due to personnel position changes for FY 2016-17 that are deemed necessary by management to effectively achieve the outcomes of the 2015-2020 Strategic Plan. Although certain positions are being added for FY 2016-17 in order to successfully carry out the core responsibilities of the organization, these positions are being repurposed from existing vacant positions to maintain the

authorized headcount detailed in the FY 2015-16 Budget. This conservative approach is based on the fact that we need to get a better understanding of our future needs in order to determine the appropriate level of operating resources required to achieve the organization's work.

The budget for operating costs is presented based on the existing operating structure of the organization. First 5 LA is in the process of undergoing an organizational transformation to best align the internal structure with the programmatic needs required to achieve the Strategic Plan outcomes. Although further changes to the internal structure are anticipated during FY 2016-17, not enough information was available at the time of budget development to alter the current structure of the operating budget accordingly.

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 administrative cap for FY 2016-17 is 7.81%, or \$12.5 million. (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 2016-17 Budget*

FY 2016-17 represents First 5 LA's sixth official program budget. In each of the five previous years, we have made significant changes to the format and the approach used to develop the budget as we learn from experience how to more effectively communicate planned activities and anticipated expenditures. Similarly, the approach for the FY 2016-17 Budget continues to encourage transparency and improve the accuracy of financial projections.

Consistent with FY 2015-16, the role of the FY 2016-17 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 has the flexibility to manage contracts within a budget unit without having to return to the Commission. We have generated program-level budget requests that include the program purpose, expected use of funding, and the methodology used to determine the funding level.

Modifications were also incorporated into the process for mid-year adjustments to the overall budget during FY 2015-16. 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 2015-16, all

program budget augmentations were incorporated into a single item presented to the Commission for approval in April 2016, 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 2015-16 Budget of approximately \$11.5 million, for a revised fiscal year budget of \$218.3 million.

The FY 2016-17 Budget reflects management's continued commitment to living with the means of the organization. Although Program Budget amounts were prepared based on the latest information available, estimates continue to be reconciled to both the high-end resource estimates for the priority focus areas and approaches presented in conjunction with the 2015-2020 Strategic Plan, as well as the most recent Long-Term Financial Projection approved by the Commission in February 2016. In addition, although operating resource requirements continue to evolve as First 5 LA undergoes an organizational transformation process, management has committed to living within the current level of authorized positions to support First 5 LA's work internally as noted in Section C above.

B. Potential Future Changes

This budget was prepared as the organization continues the strategy implementation process for 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, reliable estimates were incorporated into the FY 2016-17 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 2 activities within the four priority outcome areas are less precise. As the strategy implementation process continues, costs associated with activities will become more concrete, and we will return to the Commission to provide updates on the uses of these funds as appropriate.

Agency process and structure changes are presently being implemented 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 fiscal year, and the impact to processes and the overall organizational operating structure may have an effect on the FY 2016-17 Budget. Any modifications to the FY 2016-17 Budget that are necessary as a result of these changes will be brought back to the Commission as appropriate.

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 around 25-26% of the total County allocations. The LA County share of tobacco tax revenue, projected to be roughly \$80.8 million in FY 2015-16 and \$77.4 million in FY 2016-17, is anticipated to continue declining in future years based on the most recent estimate from the State Department of Finance (DOF) as updated on June 2, 2015. 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 \$3.5 million for FY 2015-16, are projected using an estimated 0.75% return on anticipated cash balances. Lease revenue of approximately \$154,000 is also expected this year based on the lease agreement for the preschool occupying space in the First 5 LA building.

In addition, First 5 LA continues to pursue opportunities to leverage funding from other organizations to support the work of the Commission. For example, as approved by the Board of Commissioners, First 5 LA will receive funding from First 5 California to support strategies in the ECE outcome area, as well as funds from the Center for the Study of Social Policy to support strategies related to the implementation of Project Dulce within the Families outcome area. Work is also continuing to explore alternative revenue generation strategies for the future, since tobacco tax revenue continues to decline as previously noted.

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 2016. 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 2016-17 Budget do not exceed the remaining balance for these funding allocations, approval of the FY 2016-17 budget amounts for these initiatives will not commit additional dollars. The projected remaining allocation balances as of June 30, 2016 will be brought to the Commission for reaffirmation in June 2016 in conjunction with the approval of the FY 2016-17 Budget.

In contrast to the multi-year allocation balances for specific initiatives, only the annual appropriation approved for a fiscal year is shown as committed for fund balance purposes for programmatic investments without an approved multi-year allocation. Any unspent funds from the previous fiscal year for these investments revert back to assigned fund balance, which represents funds available for use within the parameters set by the 2015-2020 Strategic Plan.

Funds for internal operations, \$21.8 million for FY 2016-17, 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 2016-17, the Reserve is calculated at \$40.2 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 2015-16 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' 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 Integration, and Communications & Marketing.

In addition to these department costs, the definition was expanded in June 2012 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.

This methodology, as reflected in the current Board-approved Administrative Cost Policy, represents a conservative approach to the administrative limit calculation. For example, although the organization's Executive Leadership and Senior Management Teams do not spend 100% of their time on purely administrative activities, the entirety of their costs (salaries and benefits) are captured in the calculation of the administrative limit for the fiscal year. In the context of all First 5 County Commissions, First 5 LA currently has one of the lowest administrative limit percentages, which range from 5-25% of annual spending.

Using the methodology noted above (further detail is provided as part of Attachment A), the administrative cost for supporting First 5 LA programs is projected to be \$12.5 million, or 7.81% of the total budget. The increase from the previous year's 4.96% is due to the reduction in anticipated program spending for FY 2016-17 of \$58.6 million. This reduction is a result of allowing legacy initiatives to end as scheduled, pursuant to the Governance Guidelines, as well as the shift away from direct service provision toward a policy and systems change approach, which also demonstrates the Commission's fiscal realities and commitment to living within the means of the organization.

VI. CONCLUSION

First 5 LA enters into the second year of the 2015-2020 Strategic Plan mindful of both the fiscal reality of declining resources, our ongoing responsibility for 21 legacy investments, the strategy implementation process currently underway to advance the 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 2016-17 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 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 2016-17 as well as during the FY 2017-18 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 resources required to advance 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. As noted previously, the FY 2016-17 Budget reflects a visible shift in First 5 LA's spending approach to both live within the means of the organization, as well as to learn from previous experience how our resources can have the greatest impact for families and children 0-5 in LA County.

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 2016-17 BUDGET

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

BUDGET COMPONENT	FY 2015-16	FY 2016-17	VARIANCE	
	REVISED BUDGET	DRAFT BUDGET	\$	%
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
<i>Strategic Plan Priority Outcome Areas</i>				
1 Families	\$ 31,602,000	\$ 37,006,000	\$ 5,404,000	17.1%
2 Communities	17,229,750	18,837,000	1,607,250	9.3%
3 Early Care & Education Systems	1,251,000	24,054,000	22,803,000	1822.8%
4 Health-Related Systems	546,250	2,533,000	1,986,750	363.7%
* Other/Cross-Cutting Activities	490,000	-	(490,000)	-100.0%
Sub-total: Strategic Plan Priority Outcome Areas	\$ 51,119,000	\$ 82,430,000	\$ 31,311,000	61.3%
<i>Strategic Plan Investment Areas & Support Costs</i>				
5 Policy Agenda/Advocacy	\$ 2,797,000	\$ 2,442,000	\$ (355,000)	-12.7%
6 Communications & Marketing	4,672,000	5,345,000	673,000	14.4%
7 Communications - Conference Funding	200,000	300,000	100,000	50.0%
Sub-total: Strategic Plan Investment Areas & Support Costs	\$ 7,669,000	\$ 8,087,000	\$ 418,000	5.5%
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE	\$ 58,788,000	\$ 90,517,000	\$ 31,729,000	54.0%
LEGACY INVESTMENTS				
8 At-Risk Fathers Investment	\$ 150,000	\$ 299,000	\$ 149,000	99.3%
9 Baby Friendly Hospitals	1,351,000	918,000	(433,000)	-32.1%
10 Black Infant Health	1,955,000	2,009,000	54,000	2.8%
11 Children's Dental Care	10,656,000	8,336,000	(2,320,000)	-21.8%
12 Children's Vision Care	1,341,000	1,333,000	(8,000)	-0.6%
13 Early Identification and Intervention - Autism and Other Developmental Delays	946,000	908,000	(38,000)	-4.0%
* ECE Environmental Scan	80,000	-	(80,000)	-100.0%
14 Healthy Food Access	2,064,000	1,134,000	(930,000)	-45.1%
15 Healthy Kids	2,732,000	373,000	(2,359,000)	-86.3%
16 Information Resource and Referral	1,360,000	1,260,000	(100,000)	-7.4%
17 Little by Little/One Step Ahead	3,515,000	3,116,000	(399,000)	-11.4%
* Los Angeles Universal Preschool	55,423,000	-	(55,423,000)	-100.0%
18 Oral Health & Nutrition - Dental Home	3,414,000	890,000	(2,524,000)	0.0%
19 Parent Child Interaction Therapy	2,742,000	3,590,000	848,000	30.9%
* Partnerships for Families	150,000	-	(150,000)	-100.0%
* Peer Support Groups for Parents	1,044,000	-	(1,044,000)	-100.0%
20 Policy Advocacy Fund	2,194,000	1,263,000	(931,000)	-42.4%
21 Reducing Childhood Obesity	15,462,000	5,133,000	(10,329,000)	-66.8%
22 Resource Mobilization - ECE	225,000	800,000	575,000	255.6%
23 Resource Mobilization - Funder Partnerships	60,000	75,000	15,000	25.0%
24 Resource Mobilization - Health	1,540,000	326,000	(1,214,000)	-78.8%
25 Resource Mobilization - Organizational Capacity Building	550,000	125,000	(425,000)	-77.3%
26 Resource Mobilization - Project Development	5,000	250,000	245,000	4900.0%
* Tot Parks and Trails	660,000	-	(660,000)	-100.0%
27 Universal Assessment of Newborns	6,981,000	8,451,000	1,470,000	21.1%
28 Workforce Development	2,522,000	555,000	(1,967,000)	-78.0%

BUDGET COMPONENT	FY 2015-16 REVISED BUDGET	FY 2016-17 DRAFT BUDGET	VARIANCE	
			\$	%
* Workforce Development - ECE Workforce Consortium	12,798,000	-	(12,798,000)	-100.0%
TOTAL LEGACY INVESTMENTS	\$ 131,920,000	\$ 41,144,000	\$ (90,776,000)	-68.8%
RESEARCH AND EVALUATION				
29 Data Development and Integration	\$ 1,946,000	\$ 1,736,000	\$ (210,000)	-10.8%
30 Data Partnership with Funders	900,000	900,000	-	0.0%
31 Program Evaluation	3,906,000	4,530,000	624,000	16.0%
TOTAL RESEARCH AND EVALUATION	\$ 6,752,000	\$ 7,166,000	\$ 414,000	6.1%
TOTAL PROGRAM COSTS	\$ 197,460,000	\$ 138,827,000	\$ (58,633,000)	-29.7%
INTERNAL OPERATIONS				
Administrative Costs	\$ 11,382,637	\$ 12,543,251	\$ 1,160,614	10.2%
Program Costs	9,411,725	9,251,682	(160,043)	-1.7%
TOTAL INTERNAL OPERATIONS	\$ 20,794,362	\$ 21,794,933	\$ 1,000,571	4.8%
TOTAL FIRST 5 LA BUDGET	\$ 218,254,362	\$ 160,621,933	\$ (57,632,429)	-26.4%

* Initiative/cost area ends in FY 2015-16, with no anticipated spending for FY 2016-17.

INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2015-16	FY 2016-17	VARIANCE	
		REVISED	DRAFT	\$	%
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
<i>Strategic Plan Priority Outcome Areas</i>					
Families					
Families Strategy 1 - Home Visiting ¹	Welcome Baby Hospitals	\$ 14,580,000	\$ 16,447,000	\$ 1,867,000	13%
	Select Home Visiting Programs	12,868,000	15,640,000	2,772,000	22%
	Family Strengthening Oversight Entity	3,418,000	3,373,000	(45,000)	-1%
	Family Strengthening Public Education	100,000	-	(100,000)	-100%
Families Strategy 2 - Family Engagement ²	Abriendo Puertas	636,000	601,000	910,000	143%
	Data Development		140,000		
	Project Dulce		670,000		
	Project Dulce Evaluation		135,000		
Sub-total Families		\$ 31,602,000	\$ 37,006,000	\$ 5,404,000	17%
Communities					
Communities Strategy 1 - Shared Vision & Collective Action	Community Engagement ³	\$ 14,936,000	\$ 9,254,000	\$ (867,000)	-6%
	Community Partnerships ³		4,815,000		
Communities Strategy 2 - Coordinated Services & Supports ⁴	Resource Network Coordination Capacity	1,093,750	1,064,000	975,250	89%
Communities Strategy 3 - Built Environment Policy & Advocacy ⁴	Policy/Advocacy Partnerships		1,005,000		
Communitites - Cross-Strategy Investments	Capacity Building Consortium	-	1,029,000	1,029,000	N/A
	Communications & Marketing ³	1,200,000	1,670,000	470,000	39%
Sub-total Communities		\$ 17,229,750	\$ 18,837,000	\$ 1,607,250	9%
Early Care & Education (ECE) Systems					
ECE Strategy 1 - Policy/Advocacy	ECE Policy Advocacy Fund ⁵	\$ -	\$ 3,000,000	\$ 3,000,000	N/A
	Grade Level Reading Campaign ⁶	300,000	285,000	(15,000)	-5%
	Kindergarten Readiness Assessment ⁷	370,000	330,000	19,422,000	5249%
Early Childhood Educators Improving Quality (CCALA) ⁷	600,000				
QRIS Architects Group and Systems Planning ⁷	1,085,000				
ECE Strategy 2 - QRIS	QRIS Continuous Site Engagement (LAUP) ⁷	-	16,868,000	350,000	N/A
	Shared Services Support ⁸	-	350,000		
ECE Strategy 3 - Professional Development	Early Childhood Education Credential Advocacy Project ⁷	(see note 7 and figure above)	558,000	(see note 7 and figures above)	8%
	Early Childhood Educator Competencies Curriculum ⁷		170,000		
	Higher Education Peer Learning Project ⁷		181,000		
	ECE Workforce Registry ⁹		581,000		
Sub-total ECE		\$ 1,251,000	\$ 24,054,000	\$ 22,803,000	1823%

INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2015-16	FY 2016-17	VARIANCE	
		REVISED	DRAFT	\$	%
Health, Mental Health & Substance Abuse Systems					
Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services ¹⁰	Developmental Screening: Help Me Grow	\$ 546,250	\$ 1,236,000	\$ 1,986,750	364%
Health Strategy 2 - Trauma-Informed Care ¹⁰	Trauma-Informed Care		1,297,000		
Sub-total Health		\$ 546,250	\$ 2,533,000	\$ 1,986,750	364%
Other/Cross-Cutting Activities		\$ 490,000	\$ -	\$ (490,000)	-100%
Sub-Total: Priority Outcome Areas		\$ 51,119,000	\$ 82,430,000	\$ 31,311,000	61%
Strategic Plan Investment Areas & Support Costs					
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	\$ 127,000	\$ 127,000	\$ -	0%
	Opinion Research	75,000	-	(75,000)	-100%
	Policy Briefs	100,000	-	(100,000)	-100%
	State Policy and Sustainability Advocate	440,000	440,000	-	0%
	Strategic Plan Advocacy Strategies ¹¹	2,055,000	1,875,000	(180,000)	-9%
Communications & Marketing	Communications & Marketing	4,672,000	5,345,000	673,000	14%
Communications - Conference Funding	Conference Funding	200,000	300,000	100,000	50%
Sub-Total: Strategic Plan Investment Areas & Support Costs		\$ 7,669,000	\$ 8,087,000	\$ 418,000	5%
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		\$ 58,788,000	\$ 90,517,000	\$ 31,729,000	54%
LEGACY INVESTMENTS					
At-Risk Fathers Investment	At-Risk Fathers Investment	\$ 150,000	\$ 299,000	\$ 149,000	99%
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 2	274,000	-	(274,000)	-100%
	Baby Friendly Hospital Project - Cycle 3	477,000	453,000	(24,000)	-5%
	Baby Friendly Hospital Project - Cycle 4	600,000	465,000	(135,000)	N/A
Black Infant Health	Birth Outcomes and Disparities – Policy and Systems Change	500,000	500,000	-	0%
	Black Infant Health Program	1,455,000	1,509,000	54,000	4%
Children's Dental Care	Children's Dental Care Program	10,656,000	8,336,000	(2,320,000)	-22%
Children's Vision Care	Children's Vision Care	1,341,000	1,333,000	(8,000)	-1%
Early Identification and Intervention - Autism and Other Developmental Delays	Early Identification and Intervention - Autism and Other Developmental Delays	946,000	908,000	(38,000)	-4%
ECE Environmental Scan	ECE Environmental Scan	80,000	-	(80,000)	-100%
Healthy Food Access	Children's Garden Collaborative	1,389,000	434,000	(955,000)	-69%
	Market Match	675,000	700,000	25,000	4%
Healthy Kids	Healthy Kids Insurance Coverage	630,000	373,000	(257,000)	-41%
	Healthy Kids Outreach, Enrollment, Retention, and Utilization	2,102,000	-	(2,102,000)	-100%
Information Resource and Referral	211 LA County	1,340,000	1,240,000	(100,000)	-7%
	Performance Based Agreement (Consulting)	20,000	20,000	-	0%
Little by Little/One Step Ahead	Little by Little/One Step Ahead Program	3,515,000	3,116,000	(399,000)	-11%
Los Angeles Universal Preschool	Los Angeles Universal Preschool	55,423,000	-	(55,423,000)	-100%

INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2015-16	FY 2016-17	VARIANCE	
		REVISED	DRAFT	\$	%
Oral Health & Nutrition - Dental Home	Oral Health & Nutrition - Dental Home	3,414,000	890,000	(2,524,000)	-74%
Parent Child Interaction Therapy	Parent Child Interaction Therapy	2,742,000	3,590,000	848,000	31%
Partnerships for Families	Partnerships for Families	150,000	-	(150,000)	-100%
Peer Support Groups for Parents	Peer Support Groups Lead Agency	927,000	-	(927,000)	-100%
	Peer Support Groups Training and Technical Assistance Provider	117,000	-	(117,000)	-100%
Policy Advocacy Fund	Policy Advocacy Fund - I	805,000	300,000	(505,000)	-63%
	Policy Advocacy Fund - II	1,276,000	850,000	(426,000)	-33%
	Policy Advocacy Fund Technical Assistance Provider	113,000	113,000	-	0%
Reducing Childhood Obesity	Reducing Childhood Obesity	15,462,000	5,133,000	(10,329,000)	-67%
Resource Mobilization - ECE	ECE Recoverable Grant/Bridge Fund	225,000	800,000	575,000	256%
Resource Mobilization - Funder Partnerships	Funder Collaboratives ¹²	30,000	75,000	45,000	N/A
	LA-N-Sync	15,000	-	(15,000)	-100%
	Los Angeles Partnership for Early Childhood Investment	15,000	-	(15,000)	-100%
Resource Mobilization - Health	Early Childhood Linkages to Wellness	1,250,000	326,000	(924,000)	-74%
	Freshworks Fund	290,000	-	(290,000)	-100%
Resource Mobilization - Organizational Capacity Building	Organizational Capacity Building	550,000	125,000	(425,000)	-77%
Resource Mobilization - Project Development	Consulting ¹³	5,000	150,000	145,000	2900%
	Convenings ¹³	-	100,000	100,000	N/A
Tot Parks and Trails	Tot Parks and Trails	660,000	-	(660,000)	-100%
Universal Assessment of Newborns	Welcome Baby Hospitals	6,981,000	8,451,000	1,470,000	21%
Workforce Development	CARES Plus	2,000,000	-	(2,000,000)	-100%
	P-5 Workforce Development Core Competencies	522,000	555,000	33,000	6%
Workforce Development - ECE Workforce Consortium	ECE Workforce Consortium	12,798,000	-	(12,798,000)	-100%
TOTAL LEGACY INVESTMENTS		\$ 131,920,000	\$ 41,144,000	\$ (90,776,000)	-69%
RESEARCH AND EVALUATION					
Data Development and Integration	Data consultant	\$ 8,000	\$ 4,000	\$ (4,000)	-50%
	Data Requests	9,000	5,000	(4,000)	-44%
	Dissemination	42,000	15,000	(27,000)	-64%
	First 5 LA Contracts and Grants Program Reporting Database	187,000	187,000	-	0%
	Los Angeles County Health Survey	142,000	-	(142,000)	-100%
	Los Angeles Mommy and Baby (LAMB) Project	260,000	-	(260,000)	-100%
	Maternal Infant Hospital Assessment	105,000	-	(105,000)	N/A
	Stronger Families Database	873,000	875,000	2,000	0%
WIC Data Mining Research Partnership	320,000	650,000	330,000	103%	
Data Partnership with Funders	Children's Data Network (CDN)	900,000	900,000	-	0%
Program Evaluation	Best Start Evaluation	374,000	734,000	360,000	96%
	Countywide Systems Improvement Evaluation	94,000	-	(94,000)	-100%

INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2015-16	FY 2016-17	VARIANCE	
		REVISED	DRAFT	\$	%
Program Evaluation (continued)	Early Care and Education Policy Advocacy Fund Evaluation	-	243,000	243,000	N/A
	Early Identification and Intervention - Autism and Other Developmental Delays Evaluation	65,000	-	(65,000)	-100%
	Little by Little/One Step Ahead Evaluation	5,000	-	(5,000)	-100%
	Los Angeles Universal Preschool Evaluation - Universal Preschool Child Outcomes Study	109,000	-	(109,000)	-100%
	Medi-Cal Match Feasibility Study	48,000	-	(48,000)	N/A
	Obesity Prevention & Nutrition Collective Impact Evaluation	720,000	961,000	241,000	33%
	Parent-Child Interaction Therapy Evaluation	47,000	125,000	78,000	166%
	Peer Support Groups for Parents Implementation Evaluation	62,000	-	(62,000)	-100%
	Professional Development Program Evaluation	1,501,000	490,000	(1,011,000)	-67%
	Quality Rating and Improvement System Evaluation	-	100,000	100,000	N/A
	Universal Screening Psychometric Study	183,000	67,000	(116,000)	N/A
	Welcome Baby Impact Study	183,000	1,035,000	852,000	N/A
Welcome Baby Implementation and Outcomes Evaluation	515,000	775,000	260,000	N/A	
TOTAL RESEARCH AND EVALUATION		\$ 6,752,000	\$ 7,166,000	\$ 414,000	6%
TOTAL FIRST 5 LA PROGRAM BUDGET		\$ 197,460,000	\$ 138,827,000	\$ (58,633,000)	-30%

Notes:

1. FY 2015-16 costs for Families Strategy 1 were captured in the "Families: Place-Based - Welcome Baby/Select Home Visiting" initiative.
2. Any potential FY 2015-16 costs for Families Strategy 2 activities were captured in the Strategic Plan Implementation Fund, where \$636,000 was included for new activities in the Families outcome area.
3. FY 2015-16 costs for Communities Strategy 1 were captured in the "Communities: Place-Based - Community Capacity Building" initiative.
4. Any potential FY 2015-16 costs for Communities Strategy 2 activities were captured in the Strategic Plan Implementation Fund, where \$1,093,750 was included for new activities in the Communities outcome area.
5. FY 2015-16 costs for activities related to what is now called the "ECE Policy Advocacy Fund" were embedded within the "Early Learning Advocacy Strategies" program (called Strategic Plan Advocacy Strategies for FY 2016-17) in the "Policy Agenda/Advocacy" initiative.
6. Costs for the "Grade Level Reading Campaign" program were captured within the "Resource Mobilization - ECE" initiative in FY 2015-16.
7. Any potential FY 2015-16 costs for these activities were captured in the Strategic Plan Implementation Fund, where \$370,000 was included for new activities in the ECE outcome area.
8. FY 2015-16 costs totaling \$350,000 related to Shared Services were embedded within the "Organizational Capacity Building" program in the "Resource Mobilization - Organizational Capacity Building" initiative.
9. Costs for the "ECE Workforce Registry" program were captured within the "Data Development and Integration" initiative in FY 2015-16.
10. Any potential FY 2015-16 costs for activities related to Health Strategies 1 and 2 were captured in the Strategic Plan Implementation Fund, where \$546,250 was included for new activities in the Health outcome area.
11. The "Strategic Plan Advocacy Strategies" program was referred to as "Early Learning Advocacy Strategies" in FY 2015-16.
12. The "Funder Collaboratives" program was referred to as "Emerging Funder Collaboratives" in FY 2015-16.
13. Costs for consulting and convening activities related to new project development were captured in the Strategic Plan Implementation Fund in FY 2015-16, where \$490,000 was included for "Other/Cross-Cutting Activities."

OPERATING COSTS SUMMARY FY 2016-17

	FY 2015-16			FY 2016-17				Proposed Budget	Variance from FY 2015-16
	Revised Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Program	Other Program (MAA)		
Personnel Services									
Total Salaries	12,387,038	11,785,481	601,557	1,313,529	3,447,377	8,771,734	52,489	13,585,129	1,198,091
Total Employee Benefits	3,980,943	3,148,026	832,917	294,258	1,004,897	2,741,672	21,914	4,062,741	81,798
Total Personnel Services	16,367,981	14,933,507	1,434,474	1,607,787	4,452,274	11,513,406	74,403	17,647,870	1,279,889
General Operating Expenses									
6131 ADP Payroll Charges	31,000	31,000	-	-	31,000	-	-	31,000	-
6132 Workers' Compensation Insurance	100,000	90,173	9,827	-	100,000	-	-	100,000	-
6202 Utilities	165,000	163,000	2,000	-	165,000	-	-	165,000	-
6203 Corporate Insurance	76,000	66,136	9,864	-	76,000	-	-	76,000	-
6205 Mileage and Parking	65,850	41,657	24,193	7,800	5,450	50,900	300	64,450	(1,400)
6206 Telephones and Modems	45,800	45,800	-	-	35,000	-	-	35,000	(10,800)
6207 Cell Phones and Mobile Devices	43,350	38,000	5,350	600	18,840	31,800	-	51,240	7,890
6208 Outside Printing	21,700	16,566	5,134	-	2,500	16,250	-	18,750	(2,950)
6209 Other Supplies	12,150	12,000	150	150	12,000	-	-	12,150	-
6210 Postage and Delivery	13,500	13,400	100	-	13,300	-	-	13,300	(200)
6211 Educational Supplies	5,300	818	4,482	-	-	1,450	-	1,450	(3,850)
6212 Office Supplies	79,780	58,375	21,405	8,500	54,920	17,000	220	80,640	860
6214 Subscriptions and Publications	9,860	4,096	5,764	-	4,160	5,900	-	10,060	200
6218 Equipment Rental	118,200	110,000	8,200	-	118,200	-	-	118,200	-
6220 Building Repairs and Maintenance	180,000	180,000	-	-	180,000	-	-	180,000	-
6221 Equipment Repairs and Maintenance	27,000	5,173	21,827	-	25,000	1,000	-	26,000	(1,000)
6222 Offsite Storage	23,700	17,397	6,303	-	13,700	6,000	-	19,700	(4,000)
6223 Hardware and Software Maintenance	228,000	200,405	27,595	-	220,000	600	-	220,600	(7,400)
6230 Miscellaneous Service Charges	27,000	12,000	15,000	-	12,000	-	15,000	27,000	-
6231 Miscellaneous/Contingency	70,200	44,295	25,905	50,000	25,000	-	-	75,000	4,800
Total General Operating Expenses	1,343,390	1,150,292	193,098	67,050	1,112,070	130,900	15,520	1,325,540	(17,850)
Professional Services									
6502 Audit	70,000	70,000	-	-	70,000	-	-	70,000	-
6504 Legal	175,000	162,000	13,000	175,000	-	-	-	175,000	-
6507 Professional Dues	86,350	22,950	63,400	3,000	23,500	58,552	-	85,052	(1,298)
6508 First 5 California Association	50,000	50,000	-	70,000	-	-	-	70,000	20,000
6509 Professional Development	202,945	75,327	127,618	14,000	175,500	76,500	-	266,000	63,055
6512 Staff Recruitment	25,000	16,902	8,098	-	25,000	-	-	25,000	-
6514 Commission Stipends	34,000	33,000	1,000	34,000	-	-	-	34,000	-
6606 Human Resources Related Costs	68,000	36,000	32,000	-	78,000	-	-	78,000	10,000
Total Professional Services	711,295	466,179	245,116	296,000	372,000	135,052	-	803,052	91,757
Consultant Services									
6601 Consultant Fees	1,488,705	1,079,190	409,515	150,000	780,000	200,000	78,000	1,208,000	(280,705)
6602 Other Professional Fees	276,950	269,000	7,950	-	276,950	-	-	276,950	-
6603 External Reviewers	12,800	12,800	-	-	8,000	-	-	8,000	(4,800)
Total Consultant Services	1,778,455	1,360,990	417,465	150,000	1,064,950	200,000	78,000	1,492,950	(285,505)
Travel and Meeting Expenses									
6701 Airfare	95,242	37,230	58,012	6,600	16,092	66,200	600	89,492	(5,750)
6702 Program Events	40,000	40,000	-	-	-	-	-	-	(40,000)
6703 Lodging	95,276	45,332	49,944	4,900	25,526	67,500	800	98,726	3,450
6704 Conference Registration	101,665	69,428	32,237	3,500	37,585	77,200	1,000	119,285	17,620
6706 Local Meetings	94,320	33,552	60,768	17,500	17,600	36,100	500	71,700	(22,620)
6707 Per Diem	46,738	25,211	21,527	3,300	12,018	35,500	500	51,318	4,580
Total Travel and Meeting Expenses	473,241	250,752	222,489	35,800	108,821	282,500	3,400	430,521	(42,720)
Capital Improvements									
6216 Capital Outlay	120,000	100,000	20,000	-	75,000	-	-	75,000	(45,000)
6302 Capital Improvements	-	-	-	-	20,000	-	-	20,000	20,000
Total Capital Improvements	120,000	100,000	20,000	-	95,000	-	-	95,000	(25,000)
Total Operating Expenses	20,794,362	18,261,721	2,532,641	2,156,637	7,205,115	12,261,858	171,323	21,794,933	1,000,571

ADMINISTRATIVE LIMIT CALCULATION

First 5 LA FY 2016-17 Operating Budget Administrative Limit Calculation		
Departmental Budgets:		
Board of Commissioners	\$	117,250
Chief Administrative		409,356
Chief Program		365,839
Communications & Marketing		1,770,173
Contract Compliance		824,407
Executive		2,039,387
Facilities Management		875,600
Finance		1,225,674
Finance - MAA		171,323
Human Resources		1,162,813
Information Technology		1,280,408
Office of Strategic Planning & Integration		597,366
Salary & Benefits*:		
Best Start Communities		358,096
Community Investments		265,532
Grants Management		253,226
Policy & Intergovernmental Affairs		253,309
Program Development		271,269
Research & Evaluation		302,223
Total FY 2016-17 Administrative Budget	\$	12,543,251
Total FY 2016-17 Operating Budget		21,794,933
Total FY 2016-17 Program Budget		138,827,000
Total FY 2016-17 Budget	\$	160,621,933
Administrative Cost Percentage		7.81%
* Directors and Administrative Assistants Only		

SCHEDULE OF AUTHORIZED POSITIONS						
Division/Department	FY 2015-16	Filled Positions as of March 23, 2016	FY 2016-17			
	Authorized Positions ¹		Baseline	New Positions	Reduction	Total
Executive						
Operations	5	5	5	2		7
Special Initiatives & Emerging Opportunities	0	0		1		1
Administration						
Chief Administrative	2	1	2	1		3
Contract Compliance	7	7	7			7
Facilities Management	0	0	0			0
Finance						
Operations	9	8	9		-1	8
Medi-Cal Administrative Activities (MAA)	1	0	1			1
Grants Management	9	7	9		-2	7
Human Resources	3.5	2	3.5	0.5		4
Information Technology	5	5	5			5
Office of Strategic Planning and Integration	1	1	1			1
Programs						
Chief Program	2	1	2			2
Best Start Communities	32	27	32			32
Community Investment	8	5	8		-1	7
Policy and Intergovernmental Affairs	12	6	12			12
Program Development	17	16	17	1		18
Communications and Marketing	16	14	16			16
Research and Evaluation	19	15	19		-2	17
	148.5	120	148.5	5.5	-6	148

1) Based on approval of the Operating Budget for FY 2015-16 in June 2015.

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



ATTACHMENT B:

FY 2016-17 BUDGET – HIGHLIGHTS

ATTACHMENT B: FY 2016-17 BUDGET – HIGHLIGHTS

The FY 2016-17 Budget proposes support for an increased level of resources in support of the priority outcome areas and activities to achieve the goals detailed in the 2015-2020 Strategic Plan, while at the same time incorporating resources for a number of legacy investments that will soon be either ending or ramping down.

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 resources for Year 2 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. Strategic Plan Priority Outcome Areas
 - b. Strategic Plan Investment Areas and Support Costs
2. Legacy Investments
3. Research and Evaluation
4. Internal Operations

Further detail on each program budget request is provided in Attachment C. 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. Strategic Plan Priority Outcome Areas

This category includes estimated resources in support of the four priority outcome areas detailed in the 2015-2020 Strategic Plan: Families, Communities, Early Care and Education (ECE) Systems, and Health, Mental Health and Substance Abuse (Health) Systems. Costs represent estimated resources to support both ongoing and new work related to the anticipated Year 2 activities of the 2015-2020 Strategic Plan, based on the implementation work done to date.

The strategy refinement and implementation process that took place in FY 2014-15 and continued in FY 2015-16 yielded a number of 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 developmental stages.

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.

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.

2015-2020 STRATEGIC PLAN OUTCOME AREA	Approved		Proposed	
	FY 2016-17 Budget		FY 2016-17 Budget	
Families	\$ 31,602,000	62%	\$ 37,006,000	45%
Communities	\$ 17,229,750	34%	\$ 18,837,000	23%
Early Care & Education (ECE) Systems	\$ 1,251,000	2%	\$ 24,054,000	29%
Health, Mental Health & Substance Abuse Systems	\$ 546,250	1%	\$ 2,533,000	3%
Other/Cross-Cutting Activities	\$ 490,000	1%	\$ -	0%
Total Strategic Plan Implementation Fund	\$ 51,119,000	100%	\$ 82,430,000	100%

Families (\$37,006,000)

Much of the planned FY 2016-17 work in the Families outcome area represents ongoing work related to First 5 LA's investments in Welcome Baby and Select Home Visiting, under Families Strategy 1 – Home Visiting, identified as continuing anchor investments for First 5 LA in the 2015-2020 Strategic Plan. This is consistent with the Commission's dedication in the Strategic Plan to promoting the Protective Factors, which encompass the skills and supports that families need to help their children succeed. In addition, estimated resources are included for new activities to advance the Strategic Plan's Families Strategy 2 – Family Engagement, such as Abriendo Puertas and Project Dulce.

FAMILIES OUTCOME AREA STRATEGY	Proposed	
	FY 2016-17 Budget	
Strategy 1 - Home Visiting	\$ 35,460,000	96%
Strategy 2 - Family Engagement	1,546,000	4%
Total Families Outcome Area	\$ 37,006,000	100%

Families Strategy 1 – Home Visiting (\$35,460,000)

The place-based investments in Welcome Baby and Select Home Visiting represent ongoing programs that the Commission affirmed as core to advancing the Families outcome area defined in the 2015-2020 Strategic Plan. These activities directly support Strategy 1 of the Families outcome area, and begin with engaging families through Welcome Baby, a home visitation program designed to serve as an outreach to families at strategic points in time during pregnancy, birth, and post-

naturally. Welcome Baby provides parenting education and health promotion information, and invites families into an array of services and supports in their community. In addition, families receive information and support during each visit on topics such as breastfeeding, health, safety, postpartum depression and other issues.

All families delivering at one of the 14 Welcome Baby participating hospitals, regardless of 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 one of 19 participating providers' 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 25.5% of the overall program budget. FY 2016-17 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 2015-16.

STRATEGY/PROGRAM	Revised		Proposed	
	FY 2015-16 Budget		FY 2016-17 Budget	
Families Strategy 1 - Home Visiting				
Welcome Baby Hospitals	\$ 14,580,000	47%	\$ 16,447,000	46%
Select Home Visitation Programs	12,868,000	42%	15,640,000	44%
Family Strengthening Oversight Entity	3,418,000	11%	3,373,000	10%
Family Strengthening Public Education	100,000	0%	-	0%
Total Families Strategy 1	\$ 30,966,000	100%	\$ 35,460,000	100%

Families Strategy 2 – Family Engagement (\$1,546,000)

FY 2016-17 work related to Strategy 2 of 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.

The components of these activities are reflected in the table below, representing 1.1% of the overall program budget.

STRATEGY/PROGRAM	Proposed FY 2016-17 Budget	
Families Strategy 2 - Family Engagement		
Abriendo Puertas	\$ 601,000	39%
Data Development	140,000	9%
Project Dulce	670,000	43%
Project Dulce Evaluation	135,000	9%
Total Families Strategy 2	\$ 1,546,000	100%

Abriendo Puertas promotes school readiness, family well-being, and advocacy, and is the nation’s first evidence-based comprehensive training program developed by and for Latino parents with children ages 0-5. The initial program plan during the FY 16-17 includes developing:

- An updated version of the current curriculum to reflect learnings from the program's randomized control trial, as well as new research and policy trends;
- An adapted curriculum tailored to needs of a population that would benefit from a linguistic and/or culturally responsive parent engagement curriculum;
- Evidence-based approaches regarding the best practices of updating and creating new parent engagement curricula by evaluating the above curriculum development processes;
- Relationships that would advance sustainability efforts in curricular design and implementation; and
- Abriendo Puertas' organizational capacity to advance and sustain evidence-based practices.

Also included within this strategy is First 5 LA’s investment in Project Dulce, a clinical intervention based on the Strengthening Families approach—which puts parent engagement as a foundation—that is designed to address infant/family risks and needs at the earliest possible stage and to partner with families to build strengths and capacities that foster optimal child health and development starting at birth. The program aims to increase connection to needed concrete supports and community resources; increase utilization of well-child/preventive health care visits; and decrease the use of emergency room care. In FY 2016-17, the pilot Project Dulce program will continue in three participating clinics, each of which is expected to serve approximately 200 participants during the year. Resources will also support evaluation activities for the Project Dulce program.

Lastly, resources within Strategy 2 of the Families outcome area will support a landscape analysis of measurement tools focused on increasing measurement of family protective factors.

For further information and detail on the budget amounts and activities anticipated to occur in the Families outcome area during FY 2016-17, please refer to Attachment C.

Communities (\$18,837,000)

Much of the planned FY 2016-17 work in the Communities outcome area represents ongoing capacity building work in the 14 Best Start Communities, identified as a continuing anchor investment for First 5 LA in the 2015-2020 Strategic Plan. The Strategic Plan demonstrates the ongoing commitment to these investments 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. In addition, estimated resources are included for new activities to advance the Strategic Plan’s strategies as follows:

COMMUNITIES OUTCOME AREA STRATEGY	Proposed FY 2016-17 Budget	
Strategy 1 - Shared Vision & Collective Action	\$ 14,069,000	75%
Strategy 2 - Coordinated Services & Supports	1,064,000	6%
Strategy 3 - Built Environment Policy &	1,005,000	5%
Cross-Strategy Investments	2,699,000	14%
Total Communities Outcome Area	\$ 18,837,000	100%

Communities Strategy 1 – Shared Vision & Collective Action (\$14,069,000)

This anchor investment includes costs related to community engagement (\$9,254,000) and the Community Partnerships (\$4,815,000), representing a total of 10.1% of the overall program budget.

A key component of the community engagement piece of this strategy are the Community-Identified Investments (\$5.6 million), which are designed by Best Start Community Partnerships—comprised of parents, residents, organizational representatives, and other community stakeholders—to operationalize the Building Stronger Families Framework. These investments are intended to be longer-term to achieve results at the family and community levels. Through the Community-Identified Investments, the Community Partnerships galvanize parents, residents, organizations, and systems within the broader community to create a context in which parents have the support they need to strengthen the relationships and behaviors that promote optimal child development. Best Start Community-Identified Investments that were initiated during FY 15-16 will continue during FY 16-17, at which time, they will be in full implementation. Therefore, FY 16-17 reflects the resources that will be needed for 12 months of implementation.

In addition, community engagement resources include continued support (\$3,520,000) for the Neighborhood Action Councils (NACs) and the Resident Outreach Coordinators (ROCs), demonstrating the understanding that strengthening social connections between residents at the neighborhood level is an important informal resource that reduces isolation and serves as a means to activate local strategies aligned with a larger, community-wide vision to strengthen families and communities.

The resources for Community Partnerships will focus on strengthening the ability of these Partnerships to be effective vehicles for change, develop and drive the implementation of a broad-based, inclusive effort to improve outcomes for children and families in their respective communities. Work will be centered around three primary areas: infrastructure support, coaching and technical assistance, and the Learning Communities, which provide cross-community peer learning opportunities to establish a vital flow of information regarding common experiences that build knowledge, strengthen practices, and promotes collaboration across communities.

Communities Strategy 2 – Coordinated Services & Supports (\$1,064,000)

A significant challenge identified by families and organizations in the Best Start Communities is accessing quality services and supports that are coordinated and meet families’ needs. Because of this, most of the FY 2016-17 budget amount will support a pool of funds for community resource

networks to strengthen service coordination, with capacity building focused on networks of providers rather than individual organizations.

Communities Strategy 3 – Built Environment Policy & Advocacy (\$1,005,000)

Resources in FY 2016-17 will support two primary areas: 1) support for build environment advocate groups to work with communities to create new or improved physical places and spaces to better meet the needs of families with children 0-5, and 2) immediate and emerging leveraging opportunities related to advocacy around built environments. Six or seven advocacy groups are anticipated to be engaged to increase knowledge and technical assistance surrounding the specific needs relative to the built environment for children 0-5. This funding builds off momentum within the philanthropic community and county agencies to enhance the existing built environments while facilitating the ability of families to engage in advocacy opportunities.

Communities – Cross-Strategy Investments (\$2,699,000)

Resources for FY 2016-17 will support two primary areas that cross all three strategies in the Communities outcome area: 1) the Capacity Building Consortium (\$1,029,000), and 2) communications and marketing (\$1,670,000).

The purpose of First 5 LA's capacity building approach is to strengthen the ability of communities to support families, build parent/resident participation in their community, improve the coordination of the systems that serve families, and support enhancements to the environments in which families live, learn, play, and work. Capacity building, therefore, is a cross-strategy investment and should be coordinated to promote integration across strategies and strengthen the overall impact of First 5 LA's capacity building efforts. The Capacity Building Consortium (CBC) will be a partnership of organizations and consultants that provide training, technical assistance, and coaching for nonprofit organizations, networks, and Community Partnerships involved in First 5 LA's Best Start community capacity building initiative. The purpose of CBC is to assist these entities in becoming more effective, responsive, and innovative by: 1) sustaining collaborative efforts within and across sectors; 2) addressing barriers to improve programs and services; 3) engaging in ongoing peer learning; 4) working with parents and residents as partners; and 5) building the information and evidence base to promote policy and systems improvements.

For further information and detail on the budget amounts and activities anticipated to occur in the Communities outcome area during FY 2016-17, please refer to Attachment C.

Early Care and Education (ECE) Systems (\$24,054,000)

Activities for FY 2016-17 related to the ECE outcome area includes coordinating advocacy around the need and importance of high-quality and accessible early care and education, supporting a Quality Rating Improvement System (QRIS), and improving ECE professional development systems.

ECE OUTCOME AREA STRATEGY	Proposed FY 2016-17 Budget	
Strategy 1 - Policy/Advocacy	\$ 3,615,000	15%
Strategy 2 - QRIS	18,903,000	79%
Strategy 3 - Professional Development	1,536,000	6%
Total ECE Outcome Area	\$24,054,000	100%

ECE Strategy 1 – Policy/Advocacy (\$3,615,000)

Resources for FY 2016-17 will support the ECE Policy Advocacy Fund (\$3,000,000), the Grade Level Reading Campaign (\$285,000), and the Kindergarten Readiness Assessment (\$330,000).

As presented to the Board of Commissioners in January 2016, the ECE Policy Advocacy Fund encompasses two categories of funding: 1) partnership grants to key state and local ECE advocacy organizations, and 2) grant funding to support emerging ECE public policy and advocacy-related projects which will directly support First 5 LA's goal of ensuring all children in LA County have access to quality, affordable child care and preschool. Funding in FY 2016-17 assumes resources for the development, launch, and implementation of the Fund, as well as for emerging opportunities that arise during the fiscal year.

In addition, First 5 LA will continue in FY 2016-17 to dedicate fiscal resources, matched by other campaign stakeholders, to support the ongoing implementation of the LA Grade Level Readiness (GLR) School Readiness Workgroup (SRW) action plan. The charge of the SRW is to increase the number of low-income children in LA County who enter kindergarten ready for school. The SRW includes a diversity of systems-level actors from multiple sectors, all with a common interest in improving school readiness for children in LA County. The SRW identified three priorities for which the SRWs' respective organizations will commit to collectively support to improve school readiness. The priorities include advancing policies and systems that: 1) support the adoption and implementation of a Countywide kindergarten readiness assessment; 2) increase the number of programs participating in QRIS; and 3) effectively engage families to support school readiness in the home.

Lastly, FY 2016-17 resources will support the advancement of a common Kindergarten Readiness Assessment (KRA) that can help inform and drive ECE policy, fiscal and systems change. FY 2016-17 will build upon the FY 2015-16 landscape scan of KRA use across the County by convening a KRA Communities of Practice (COP) with local school districts and other stakeholders to share lessons learned and best practices that can help First 5 LA determine the next steps in achieving the goal of a common KRA across the County.

ECE Strategy 2 – QRIS (\$18,903,000)

More than 85% (\$16,868,000) of the FY 2016-17 budgeted resources will support the implementation of First 5 California's Improve and Maximize Programs so All Children Thrive (IMPACT) program. This initiative supports a network of local quality improvement systems to better coordinate, assess and improve the quality of early learning settings. The bulk of the new activities will focus on providing early childhood sites with quality improvement services, including coaching and training, technical assistance and ratings. In addition, resources will support engagement in policy and advocacy activities to promote long-term, sustainable investments in high quality early learning activities as well as activities related to the development of a highly qualified ECE workforce.

Additional resources within Strategy 2 will support:

1. The activities of the QRIS Architects to begin building a single QRIS system, as well as continued engagement of providers currently involved in QRIS activities; and

2. Continued support of the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County.

ECE Strategy 3 – Professional Development (\$1,536,000)

The aim beginning in FY 2016-17 is to increase access to quality early care and education by strengthening the professional development system for ECE providers through integration and alignment within and without the formal education system.

The purpose of the Early Childhood Education Credential Advocacy Project is to support the development, modification and adoption of the Child Development Permit Matrix, a tool that defines California's six levels of Child Development Permits and the issuance requirements of each level, and the ECE teaching credential, a professional credential for teachers who work with children 0-8 years of age. During the first year, the collaborative will create and advocacy plan to support the adoption of an ECE Credential, attend California commission on Teacher Credentialing meetings, convene local colleges and universities to advocate for ECE Credential and to connect with advocacy groups to plan strategies around ECE workforce development.

The ECE Competencies Curriculum Project intends to provide resources and support to integrate and align professional development provided outside the formal education system (e.g., noncredit bearing professional development) with state Early Childhood Educator Competencies (ECECs). First year key activities will include stakeholder convenings, securing a managing agency to lead the work, establishing a Curriculum Advisory Group, and beginning the curriculum design.

This ECE Workforce Registry project will continue to fund the Child Care Alliance of Los Angeles (CCALA) to operate the Early Care and Education (ECE) Workforce Registry in LA County. 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 increase efficiency, minimized administrative duplication and expand the Registry to an increased number of users.

Unlike the ECE Competencies Curriculum Project, the Higher Education Peer Learning Project (HE-PLP) will provide resources and support to integrate and align professional development provided through the formal education system (e.g., credit-bearing courses in a postsecondary institution that could lead to a degree) with state Early Childhood Educator Competencies (ECECs). During the Higher Education Peer Learning Projects' first year (FY 16-17), stakeholder meetings will be convened, a lead managing agency will be secured, partnership agreements will be secured with at least 20 community colleges and universities, and a peer learning community will be established.

For further information and detail on the budget amounts and activities anticipated to occur in the ECE outcome area during FY 2016-17, please refer to Attachment C.

Health, Mental Health & Substance Abuse Systems (\$2,533,000)

Activities for FY 2016-17 related to the Health outcome area include work around the Help Me Grow model and knowledge and practice of trauma-informed care, as follows:

HEALTH OUTCOME AREA STRATEGY	Proposed FY 2016-17 Budget	
Strategy 1 - Early Identification/Developmental Screening/Connection to Services	\$ 1,236,000	49%
Strategy 2 - Trauma-Informed Care	1,297,000	51%
Total Health Outcome Area	\$ 2,533,000	100%

Health Strategy 1 – Early Identification/Developmental Screening/Connection to Services (\$1,236,000)

Through Strategy 1 of the Health outcome area, First 5 LA seeks to how health-related systems work together to provide timely screening, effective care coordination, and appropriate referrals so that more young children at risk of developmental delays have access to the care they need to thrive. Help Me Grow (HMG) is a national framework intended to improve the early detection of developmental delays and connect children to appropriate services as early as possible. First 5 LA adopted the HMG framework, which includes the following core components:

1. Child Health Provider Outreach: Efforts to strategically engage, outreach and train child healthcare providers to support early detection of developmental delays and the receipt of early intervention/care coordination;
2. Community and Family Outreach: Efforts to strategically outreach to service/educational providers, social service agencies and community-based agencies to promote use of HMG and to provide networking opportunities among families and service providers;
3. Data Collection and Analysis: Intentional and foundational efforts to undertake data collection and research to understand all aspects of the HMG system including the identification of gaps and barriers; and
4. Centralized Access Point: Established access platform(s) and county infrastructure (e.g. web-based, telephone, in-person, smartphone apps, chat/text, etc.) for facilitating care coordination and connection to services

FY 2016-17 will primarily be an infrastructure-building year, in which a core leadership team and workgroups will provide input and expertise to develop criteria related to the four core components described above. It is anticipated that Requests for Proposals (RFPs) and strategic partnerships will be developed in FY 2016-17 related to these four core components, with funding to be awarded starting in FY 2017-18.

Health Strategy 2 – Trauma-Informed Care (\$1,297,000)

During FY 2016-17, First 5 LA will bring together County departments, foundations and key stakeholders on an ongoing basis as part of a Trauma-Informed Care Working Group to develop a county-wide trauma-informed care action plan using the Collective Impact Framework for Los Angeles County. As part of the working group, there will be a jointly funded environmental scan to answer key questions around trauma and trauma-informed care to inform the county-wide action plan. First 5 LA, in partnership with three other funders (The California Endowment, California Community Foundation and the Parsons Foundation), will contribute to a pooled fund that will cover the costs associated with the working group, environmental scan, and other related expenses. In addition to the environmental scan and action plan, First 5 LA will explore internal and external emerging opportunities that may arise during FY 2016-17 that align with the strategy and goals.

For further information and detail on the budget amounts and activities anticipated to occur in the Health outcome area during FY 2016-17, please refer to Attachment C.

b. Strategic Plan Investment Areas & Support Costs

The category includes resources for approaches identified 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, and communications and marketing.

Policy Agenda/Advocacy (\$2,442,000)

First 5 LA invests 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, anticipated work during FY 2016-17 includes policy technical assistance to support the HV and ECE coalitions in Sacramento; the LA County Early Childhood Education Local Control Funding Formula Coalition; the LA County Home Visiting Consortium and various state and local policy coalitions; support for First 5 LA staff and grantees to adopt policy and systems change approaches in their work; and research, briefs, and surveys to inform public policy and advocacy strategies.

Communications & Marketing (\$5,345,000)

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 2016-17, the Communications and Marketing Department will work collaboratively across the organization to develop and implement strategic communications and marketing plans that build First 5 LA's brand, engage decision makers, elevate awareness and create urgency, and support internal communications to help advance the Strategic Plan's outcome and priority focus areas.

The FY 2016-17 budget includes resources for communications and marketing support for First 5 LA's programs, efforts and initiatives; support for internal communications and the communications capacity of First 5 LA grantees; media advertising for First 5 LA public awareness programs; strategic partnerships to engage decision makers on early care and education and health care delivery systems, as well as to advance the Families Outcome area; research and development of marketing outreach strategies for the Welcome Baby program; and sponsorships and collateral materials to elevate awareness of First 5 LA's brand. All communications and marketing activities are in service of a more effective implementation of our Strategic Plan outcomes for young children and families.

5. 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 or the process of fully aligning activities to the Strategic Plan. 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 (\$8,336,000)

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 2016-17 will be the fourth 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.

Little by Little/One Step Ahead (\$3,116,000)

The Little by Little/One Step Ahead initiative is a continuing investment intended to improve health, developmental and safety outcomes for newborns in low-income communities for families receiving services through the Women, Infants and Children (WIC) in LA County. The initiative seeks to provide resources that the target population may not otherwise be able to afford, including early literacy and safety awareness education or counseling, along with vouchers for age appropriate books, toys and safety items. In FY 2016-17, the initiative expects to provide services to over 62,000 unique WIC participants throughout the County. The investment is anticipated to continue through September 2019.

Parent Child Interaction Therapy (\$3,590,000)

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. Initially expected to end in FY 2016-17, this initiative was approved for continuation beyond that fiscal year pending further development of the Health outcome area, based on potential alignment with the strategy around trauma-informed care. FY 2016-17 activities are geared at exploring sustainability approaches, as well as continuing to improve 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.

Reducing Childhood Obesity (\$5,133,000)

The Reducing Childhood Obesity initiative represents a continuing 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 2016-17 resources will support costs related evaluation, as well as the core project activities around community-based public education, skills-building, and environmental change to promote physical activity and healthy eating among children ages 0-5 and their families.

Universal Assessment of Newborns (\$8,451,000)

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 a hospital visit and up to three postpartum 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. The initiative is an integral component of the 2015-2020 Strategic Plan in alignment with the Families outcome area, with a focus on increasing family protective factors. The target population for this initiative is families giving birth at participating hospitals that reside outside of First 5 LA's 14 Best Start Communities. Program costs are anticipated to be higher in FY 2016-17 due to the addition of an additional provider and expected increases in program enrollment.

6. 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, demonstrating First 5 LA's commitment to learning from 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 may result in changes to how these items are categorized in the context of the fiscal year budget.

Program Evaluation (\$4,530,000)

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 2016-17, the costs for this initiative are driven by the following:

- Best Start Evaluation (\$734,000) – For FY 2016-17, this evaluation will focus on (1) studying the implementation of the Building Stronger Families (BSF) grants across communities to better understand what has happened as a result of those grants and what is being learned (through challenges and successes) and (2) developing and launching an evaluation of the broader community capacity building strategy being implemented as part of the Communities priority outcome area.
- Obesity Prevention & Nutrition Collective Impact Evaluation (\$961,000) – 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 collect qualitative and quantitative data, analyze the data, generate dissemination products, and for 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 identified the value of moving forward with Collective Impact approaches to the work of First 5 LA, and this evaluation represents an effort to examine our investments using this approach.
- Welcome Baby Impact Study (\$1,035,000) – 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 help support long-term sustainability efforts.
- Welcome Baby Implementation & Outcomes Evaluation (\$775,000) – 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 build an evidence-base to help support long-term sustainability efforts.

7. INTERNAL OPERATIONS

Based on an analysis of historical spending and projected expenditures through June 2016, as well as anticipated needs for FY 2016-17, the budget includes approximately \$21.8 million for First 5 LA operating costs.

The \$21.8 million represents an increase of \$1.0 million, or 4.8% from the FY 2015-16 budget, driven primarily by personnel position changes for FY 2016-17 to support the needs of the organization and the programs in the continued endeavor to achieve the outcomes of the 2015-2020 Strategic Plan.

OPERATING COST CATEGORY	FY 2015-16 Budget				Proposed	
	Original		Revised		FY 2016-17 Budget	
Personnel Services	\$ 16,367,981	79%	\$ 16,367,981	79%	\$ 17,647,870	81%
General Operating Expenses	1,398,990	7%	1,343,390	6%	1,325,540	6%
Professional Services	714,900	3%	711,295	3%	803,052	4%
Consultant Services	1,733,500	8%	1,778,455	9%	1,492,950	7%
Travel & Meeting Expenses	458,991	2%	473,241	2%	430,521	2%
Capital Improvements	120,000	1%	120,000	1%	95,000	0%
Total Operating Costs	\$ 20,794,362	100%	\$ 20,794,362	100%	\$ 21,794,933	100%

Based on ongoing organizational alignment work and continued implementation of Strategic Plan activities, 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 the L3 process and the employee engagement survey in previous years 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, collectively referred to as “First 5 University”. As First 5 LA transitions fully to new investment priorities and undergoes an expected organizational realignment during FY 2016-17, 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.
- Position changes: Given the shift in organizational emphasis, the FY 2016-17 operating budget includes several position changes, determined by management as essential to effective implementation of the 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. Although incremental changes to personnel are incorporated into the FY 2016-17 Budget, management took a conservative approach to overall staffing levels by maintaining the current level of authorized positions for the organization. As the implementation process continues and we have a greater understanding of the future needs of the organization, we will be in a better position to determine the appropriate level of staffing and other operating resources needed in the future state of the organization.

Attachment D provides further detail on the operating budget request by internal division and department, based on the existing organizational structure. Although further changes to the internal structure are anticipated during FY 2016-17, not enough information was available at the time of budget development to alter the current structure of the operating budget accordingly.

Highlights and Assumptions:

The total \$1.0 million net increase is driven by an increase in Salaries and Employee Benefits (S&EB), primarily offset by decreases 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 \$17.6 million, or 81.0%, of the total \$21.8 million in operating costs is for S&EB. This represents an increase of about \$1.3 million, or 7.8% over the current fiscal year. A complete schedule of authorized positions may be found in Attachment A.

As noted previously, although incremental changes to personnel are incorporated into the FY 2016-17 Budget, management took a conservative approach to overall staffing levels by maintaining the current level of authorized positions for the organization. Vacant positions are budgeted at 92.5% of the mid-range salary for the applicable classification level for a given position. In addition, we accounted for anticipated employee turnover by incorporating an estimated 3% attrition rate into the budgeted S&EB figures.

General Operating Expenses

General operating expenses comprise \$1.3 million, or 6.1% of the total operating costs of \$21.8 million. This is a net decrease of approximately \$18,000 influenced primarily by communication costs, hardware and software maintenance, offsite storage, outside printing, and offset by minor increases in other areas.

Professional Services

The budget includes approximately \$803,000 to support Professional Services, representing 3.7% of total operating costs and a small increase from the FY 2015-16 funding level. These resources include funds related to professional development and training, First 5 California Association and Professional dues, among others. FY 2016-17 reflects an increase of approximately \$92,000, or 12.9%, as compared to FY 2015-16. Resources associated with general professional development are being shifted to the Human Resources budget in FY 2015-16 to ensure equal access to all staff. Each department maintains a modest Professional Development budget, based on an organization per person average, for program-specific needs. These funds will support staff in performing the key job functions needed to achieve desired outcomes as First 5 LA continues on the path to organizational realignment.

Consultant Services

The budget includes approximately \$1.5 million for Consultant Services, representing 6.8% of total operating costs and a decrease of approximately \$286,000, or 16.1% from FY 2015-16. Major components of this budget include the following:

- Office of Strategic Planning and Integration: The budget includes funding through the end of the 2016 calendar year 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 continued organizational development efforts, including the training of a performance management system, a long-term needs assessment to support internal capacity, 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, SharePoint, and other essential applications associated with the

Measuring, Learning, and Evaluation (MEL) initiative, as well as other ongoing programming needs.

Travel and Meeting

Travel and Meetings costs comprise 2.0% of the total operating costs at approximately \$431,000, representing a minor decrease from the revised funding level for FY 2015-16.

Capital Improvements

The budget includes \$95,000 for purposes of capital improvements and expendable equipment, a decrease of \$25,000, or 20.8% from FY 2015-16. This decrease is driven by a reduced need for expendable equipment funds based on the IT Department's assessment in FY 2015-16. The reduction is offset by resources needed to oversee work-space improvements, including upgrades to the HVAC system.



ATTACHMENT C:

PROGRAM REQUEST – DETAIL BY PROGRAM

INVESTMENT CATEGORY:

*2015-2020 Strategic Plan:
Focusing for the Future*

Strategic Plan Priority Outcome Areas

Initiative		Investment Category	
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Family Strengthening Oversight Entity	\$3,418,000	\$3,373,000	-1.31%

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 implementation and model fidelity. Additional responsibilities include the provision of technical assistance to providers utilizing First 5 LA's Stronger Families Database System; facilitation of cross-site peer learning exchanges; and coordination and support of communication and messaging efforts.

Spending Plan and Funding Methodology

In FY 16-17 the FSOE will:

- Coordinate and implement 1 Welcome Baby Training (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 3 quarterly peer learning opportunities
- Provide program materials to providers across 14 Welcome Baby sites (including home safety items, boppy nursing pillows, infant books and developmental toys)
- Provide on-going programmatic and database technical assistance to Welcome Baby and Select Home Visiting providers

The following were taken into account when developing the FY 16-17 estimate:

- Decrease in cost of client supplies (include home safety items, boppy nursing pillows, books and developmental toys) based on the exclusion of Kaiser Baldwin Park's participation in Welcome Baby.
- Decreased costs for training, mileage and contracted services, given a reduction in training sessions and decrease in providers (14 rather than 15 Welcome Baby providers and 19 rather than 21 Select Home Visitation providers).

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

Initiative		Investment Category	
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Select Home Visiting Programs	\$12,868,000	\$15,640,000	21.54%

Program Summary

Select Home Visiting (SHV) 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.

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

The programs aim to:

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

Target Performance Measures:

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

Spending Plan and Funding Methodology

In FY 15-16 an SHV provider implementing two home visitation models terminated one of their program sites, while another SHV provider terminated their contract, thereby reducing the number of contracts from 21 to 19. FY 16-17 represents the third year of implementation for a total of 19 SHV providers. The majority of contract expenses will be spent on personnel and on costs such as supplies and mileage associated with client enrollment. The contract amount in FY 16-17 is estimated to be \$15,640,000. It is anticipated that Select Home Visiting providers will enroll 1,000 clients in FY 15-16 and 1,500 in FY 16-17.

The following were taken into account when developing the FY 16-17 estimate:

- Data from the Stronger Families database was utilized to identify the current number of active clients and the individual enrollment rate per provider from July-December 2015. This data was utilized to estimate each individual provider's program needs, including costs for personnel, supplies, and mileage. This conservative approach utilizes each provider's current enrollment rate, assumes it will remain steady, and applies it throughout FY 16-17 to estimate anticipated client enrollment per site; this does not preclude enrollment improvements.
- Program costs due to personnel and client enrollment, including space, telephone, supplies, and staff training.
- A 2.5% contingency amount was included to anticipate any unexpected expenses encountered during the contract renewal process.

Change from Prior Year (if >+20%)

The FY 15-16 budget was decreased at the mid-year due to slower enrollment rates, which resulted in fewer expenses in areas such as program materials, supplies, and mileage. Additionally, two SHV sites contracts were closed. Data indicating the current number of active clients and enrollment rate per provider was utilized to estimate FY 16-17

Initiative

Investment Category

Families Strategy 1 - Home Visiting

2015-2020 Strategic Plan:
Focusing for the Future

program needs, including costs for personnel, supplies, and mileage.

Initiative		Investment Category	
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Welcome Baby Hospitals	\$14,580,000	\$16,447,000	12.80%

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 16-17 objectives are to:

- Achieve enrollment of 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 16-17, program costs will include 14 Welcome Baby providers. 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 majority of contract expenses will be spent on personnel costs, with increases in expenses for supplies, mileage, and client materials. Welcome Baby anticipates enrolling 11,500 families in FY 15-16 (an estimated 5,050 Best Start and 6,450 Non Best Start) and a total of 14,500 in FY 16-17 (an estimated 6,380 Best Start and 8,120 Non Best Start). The increased projected enrollment rate assumes successful improvements in enrollment outreach strategies; additional funding has been included in the Communications and Marketing budget to support outreach and enrollment strategies.

The following were taken into account when developing the FY 16-17 estimate:

- Hospital birth rate county information from 2013 to inform personnel needs and estimated enrollment
- Increases in related program costs (mileage, supplies) in anticipation of increased enrollment
- A 2.5% contingency amount was included to anticipate any unexpected expenses encountered during the contract renewal process
- Calculation of services provided to Best Start and non-Best Start families, which drives costs expensed to Best Start Family Strengthening
- Inclusion of the program model change that provides the RN Visit for the High Risk, Best Start clients, with associated increases in personnel and program costs

Initiative

Families Strategy 1 - Home Visiting

Investment Category2015-2020 Strategic Plan:
Focusing for the Future**Change from Prior Year (if >+-20%)**

The FY 15-16 budget was decreased at mid-year due to slower enrollment rates; one provider that did not complete contract negotiations; and one provider that began implementation later than 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 a new provider will result in increased enrollment in FY 16-17, resulting in a projected increase in related program costs.

The following were taken into account when developing the FY 16-17 estimate:

- Increases in related program costs per provider in relation to expected increased enrollment in cost areas such as mileage and supplies
- Calculation of services provided to Best Start and non-Best Start families, which drives costs expensed to the Best Start Family Strengthening and Universal Assessment allocation

Initiative		Investment Category	
Families Strategy 2 - Family Engagement		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Abriendo Puertas	*	\$601,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

Abriendo Puertas/Opening Doors is an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome area, with a focus on increasing family protective factors.

Abriendo Puertas is the nation’s first evidence-based comprehensive training program developed by and for Latino parents with children ages 0-5. Parent input informs the Abriendo Puertas curriculum, which uses a popular education approach to engage parents in lessons that reflect the culture of the target audience. The program draws from real-life experiences, incorporates data about local schools and communities, and focuses on helping Latino parents understand their important role in their child's development and their long-term impact on their children’s educational outcomes. Abriendo Puertas train-the-facilitator model helps local family service providers improve their outreach and interaction with families, and create a sustainable program that reaches beyond the initial training sessions.

The curriculum promotes school readiness, family well-being, and advocacy by addressing best practices in:

- Brain development
- Key aspects of early childhood development (cognitive, language, physical, and social/emotional)
- Early literacy
- Numeracy
- Bilingualism
- Health
- Attendance
- Civic engagement,
- Parent leadership
- Goal setting, and
- Planning for family success

* The curriculum is currently available in Spanish and English.

This project is in early development. The initial program plan during the FY 16-17 includes developing:

- An updated version of the current curriculum to reflect learnings from the program's randomized control trial, as well as new research and policy trends
- An adapted curriculum tailored to needs of a population that would benefit from a linguistic and/or culturally responsive parent engagement curriculum
- Evidence-based approaches regarding the best practices of updating and creating new parent engagement curricula by evaluating the above curriculum development processes
- Relationships that would advance sustainability efforts in curricular design and implementation
- Abriendo Puertas' organizational capacity to advance and sustain its evidence-based model and practices

Spending Plan and Funding Methodology

The program is in early development. The cost estimates below are based on implementation of this program model in other states.

The following activities were taken into account when developing the FY 16-17 budget:

- \$300,000 - Manage agency costs (projected to cover Director, Project Lead, Support Staff, and indirect costs for expansion strategies impacting Los Angeles County)
- \$150,000 - Support sub-contracts (projected to cover costs of a strategic planner, translators, curriculum consultants, researchers, etc.)

Initiative	Investment Category
<p>Families Strategy 2 - Family Engagement</p> <ul style="list-style-type: none"> • \$12,000 - Convene 6 Curriculum Advisory Committee meetings; 3 meetings to update the curriculum and 3 meetings to adapt the curriculum; Estimate based on \$2,000 per convening. Costs may cover facilitator, room rental, refreshments, parking, translation service, materials, etc. (\$2,000 x 6 = \$12,000) • \$40,000 - Coordinate and implement 2 pilot training institutes, one for the updated curriculum and one for the adapted curriculum; Each institute will train 20 facilitators (2 institutes x 20 facilitators = 40 facilitators); Estimate based on \$20,000 per training (at \$1,000 per person). Costs may include trainer, room rental, refreshments, parking, materials, etc. (\$20,000 x 2 = \$40,000) • \$20,000 - Develop two printed curricula, a revised version and an adapted version (costs may cover initial edit, graphic design, printing, etc.) • \$79,000 - Document and evaluate the design process of two curricula, a revised version and an adapted version. The funding level was determined by calculating 15% of the project budget. This funding level may be revised after review of evaluator's plan and determination of learning needs. <p>The resources will provide support in fulfilling the following tasks:</p> <ul style="list-style-type: none"> • Convene curriculum advisory committees • Update current curriculum • Develop a new curriculum for a population that would benefit from a linguistic and/or cultural responsive parent engagement curriculum • Pilot training institutes for each curriculum • Complete research and document curricula development processes 	<p>2015-2020 Strategic Plan: Focusing for the Future</p>

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

Initiative		Investment Category	
Families Strategy 2 - Family Engagement		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Data Development	*	\$140,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

The Data Development Project is an important component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing measurement of family protective factors.

The Five Protective Factors are the foundation of the Strengthening Families Approach: parental resilience, social connections, concrete support in times of need, knowledge of parenting and child development, and social and emotional competence of children.

Two key activities will occur with this project:

Landscape of family protective measurement tools along with data collection capacity of relevant service partners.
Development of an action plan with a pilot group such as the Prevention and Aftercare Networks

Lastly, the Data Development project will build upon:

- the results of First 5 LA's recent RFI on Information Resource and Referral as a resource in the Landscape analysis; and
- the analysis of family strengthening indicators completed by the Advancement Project to support development and execution of the prevention plan being led by the Los Angeles County Office of Child Protection

Spending Plan and Funding Methodology

The FY 16-17 objectives are to:

- Develop and release RFQ to assess strengths and weaknesses of Protective Factors measurement tools and assess agency capacity to collect related data.
- Pilot Action Plan (that will include measurement effort) with the Prevention and Aftercare Network (to be identified)

Landscape Analysis (up to \$100,000) to include:

- Final Research Design
- Summary of research conducted
- Preliminary draft of research findings
- Draft and publish report for Research Questions
- Presentation of research findings

Pilot Group Facilitation (up to \$40,000) to include:

- \$12,000 - Convene 6 Advisory Committee meetings; 4 meetings to update discuss selected Protective Factors measurement tools and 2 meetings to discuss capacity issues; Estimation based on \$2,000 per convening. Costs may cover facilitator, room rental, refreshments, parking, translation service, materials, etc. (\$2,000 x 6 = \$12,000)
- \$28,000 - Coordinate and implement 2 pilot trainings on selected Protective Factors measurement tool(s). Costs may include trainer, room rental, refreshments, parking, materials, etc.

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

Initiative	Investment Category
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Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
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Project Dulce	*	\$670,000	0.00%
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Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

Project DULCE 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 in a health care related setting.

Project DULCE is a clinical intervention based on the Strengthening Families approach, which puts parent engagement as a foundation, and is designed to address infant/family risks and needs at the earliest possible stage and partner with families to build strengths and capacities that foster optimal child health and development starting at birth. The core elements of Project DULCE include universal access for all infants and their families during the first six months of a child’s life through their routine primary care visits; a family specialist works with families to promote healthy child development using a protective factors approach; a medical legal partner trains and supports the family specialist; parents as partners who direct the services they want and need and have meaningful roles in program implementation, community connections to community services and supports, and a commitment to continuous quality improvement.

This program aims to:

- Increase connection to needed concrete supports and community resources;
- Increase utilization of well-child/preventive health care visits;
- Decrease the use of emergency room care; and
- Produce strong patient satisfaction ratings for DULCE services.

Unique to FY 16-17, partnering clinics will:

- Serve 200 infants and their families using the core components described above
- Build Continuous Quality Improvement (CQI) capacity in the local CQI teams

Spending Plan and Funding Methodology

This pilot began in February 2016 and FY 16-17 marks the first full year of the pilot. Staff is working closely with the three participating clinics to understand true costs moving forward. FY 16-17 projected spending is based on staff’s experience on program components and our partner’s experience in implementing this program model in another state. Based on this knowledge, each clinic is estimated to serve approximately 200 participants at a cost of \$150,000 for each clinic. Participating clinics include:

- St. John’s Well Child & Family Center in Compton
- The Children’s Clinic in Central Long Beach
- North East Valley Health Corporation in Sun Valley

Major cost areas were considered collectively and are detailed below:

Project Personnel and Fringe benefits for the following staff

- Family Specialist
- MD/Nurse Practitioner Champion
- Clinic Administrative Staff
- Mental Health Support

Contracted Services

- Training and on-going consultation from the medical legal partner to the Family Specialist
- Coaching on program implementation and parent engagement

Initiative	Investment Category
<p data-bbox="191 149 626 176">Families Strategy 2 - Family Engagement</p> <ul data-bbox="191 207 894 264" style="list-style-type: none"><li data-bbox="191 207 894 235">• Training and project support on Continuous Quality Improvement<li data-bbox="191 235 894 264">• Other supports as identified throughout the year <p data-bbox="191 296 370 323">Additional Costs</p> <p data-bbox="191 323 1390 380">These costs include items such as printing/copying, space, telephone/network services, postage, supplies, employee mileage/travel, training, evaluation and other expenses.</p>	<p data-bbox="1044 149 1321 205">2015-2020 Strategic Plan: Focusing for the Future</p>
Change from Prior Year (if >+-20%)	

Initiative		Investment Category	
Families Strategy 2 - Family Engagement		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Project Dulce Evaluation	*	\$135,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

Project DULCE is an integral component of the 2015-2020 Strategic Plan and is in alignment with the Families outcome area.

During FY 16-17, the Project DULCE sites will be working with national evaluators to develop an outcomes evaluation. The scope of work of the national evaluators has not been developed yet, but we anticipate that First 5 LA will need to provide additional funds to support the national evaluator. We also anticipate that the F5LA sites will have monitoring needs, implementation questions and/or outcome questions that are outside the scope of work for the national evaluator. The requested funds will be used to support the local component of the national evaluation and also to support local evaluation efforts necessary to understand and improve Project DULCE in preparation for a more rigorous outcomes/impact evaluation designed to promote Project DULCE's sustainability.

Spending Plan and Funding Methodology

The funds requested will be used to support the national evaluation efforts and to support local evaluation efforts.

NATIONAL EVALUATION: The national evaluator's scope of work has not been developed yet so it is unknown how these funds will be utilized. However, given our current knowledge, we anticipate that First 5 LA will fund the national evaluator's work at 2 of the 3 LA sites. Funding levels being requested are based on 15% of the overall project budget. Additional information from the national evaluator is expected in mid-April. This funding level may be revised after this information is available to staff.

LOCAL EVALUATION: First 5 LA staff will revisit the national evaluator's plans and learning needs of the local Project DULCE sites at regular intervals to determine how the funds will be spent. Possible uses include identification of indicators/outcomes to monitor and local data sources to support monitoring or focus groups/interviews to address implementation difficulties and to support sustainability planning. This funding level being requested was determined by calculating 5% of the Project DULCE budget. This funding level may be revised after review of the national evaluator's plan and determination of the local learning needs.

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

Initiative		Investment Category	
Communities - Cross-Strategy Investments		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Capacity Building Consortium	**	\$1,029,000	0.00%

Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

This program area is aligned with the intent of the Communities Outcome Area, which is to increase community capacity to support and promote the safety, healthy development and well-being of children prenatal to age 5 and their families. In alignment with the 2015-2020 Strategic Plan, community capacity means:

- Community members have a shared vision and act collectively to improve the policies, services and environments that impact families (Communities Outcome Priority Focus Area #1)
- Communities have ECE and health-related services and supports that meet family needs (Communities Outcome Priority Focus Area #2)
- Communities have physical places and spaces that promote healthy living and encourage interaction (Communities Outcome Priority Focus Area #3)

The purpose of First 5 LA’s capacity building approach is the strengthen the ability of communities to support families, build parent/resident participation in their community, improve the coordination of the systems that serve families, and support enhancements to the environments in which families live, learn, play and work. Capacity building, therefore, is a cross-strategy investment and should be coordinated to promote integration across strategies and strengthen the overall impact of First 5 LA’s capacity building efforts.

To this end, staff is developing a Capacity Building Consortium (CBC), which is a partnership of organizations and consultants that provide training, technical assistance, and coaching for nonprofit organizations, networks, and Community Partnerships involved in First 5 LA's Best Start community capacity building initiative. The purpose of the CBC is to assist these entities in becoming more effective, responsive, and innovative by: 1) sustaining collaborative efforts within and across sectors; 2) addressing barriers to improve programs and services; 3) engage in ongoing peer learning; 4) working with parents and residents as partners; and 5) building the information and evidence base to promote policy and systems improvements.

The CBC is the capacity building arm of the Communities Outcome Area. It is expected to fulfill some of the functions currently fulfilled by staff (e.g. facilitating Learning Communities and grantee convenings) and provide for a more coordinated and integrated capacity building approach. Specifically, the CBC will:

- Provide resources and expertise in the Communities Outcome Area
- Include experience and expertise in community capacity building, organizational capacity building, and network/coalition building
- Plan and implement Learning Communities for the Community Partnerships and grantees/partners across the three strategies of the Communities Outcome Area
- Be a repository of best practices
- Promote learning and action
- Be a thought partner with First 5 LA

There are several inputs to inform the development of the CBC. This includes information First 5 LA is gathering through two Requests for Information (RFI). One focuses on community resource networks and the other focuses on strengthening infrastructure support for the Best Start Community Partnerships. These RFIs as well as focus groups and interviews with key stakeholders -- including Best Start Community Partnerships, representatives from county departments, and other funders -- will provide information on the existing capacity, needs and opportunities for First 5 LA to add value and be a partner in and/or catalyst for capacity building work in Los Angeles County.

First 5 LA will hire one or more consultants (as needed) with expertise in capacity building approaches and systems

Initiative	Investment Category
Communities - Cross-Strategy Investments to assist staff with information gathering, analysis and the refinement of our capacity building approach across the three strategies in the Communities Outcome area. Staff anticipates the CBC to be launched in early 2017.	2015-2020 Strategic Plan: Focusing for the Future

Spending Plan and Funding Methodology

Projected funding for the Capacity Building Consortium is \$1,029,000, which consists of planning & development costs (\$40,000) and implementation costs (\$989,000).

I. Planning & Development = \$40,000

Consultant Support – approx. 50 hours per month over five months x \$150 per hour based on First 5 LA’s reimbursement schedule. Total = \$37,500 (\$40,000 rounded)

II. Implementation = \$989,000

Total projected implementation consists of (a) Capacity Building Support (\$693,000), (b) Specialized Training & Technical Assistance (\$126,000), (c) Learning Communities (\$79,000) and (d) Coordination (\$89,000)

Projected funding based on the following activities and historical expenditures.

(A) CAPACITY BUILDING SUPPORT - \$693,000

Costs for ongoing capacity building support to grantees and Community Partnerships

40 hours per month x \$150 per hour x 6 months x 14 BSCs = \$504,000 (Strategy 1)

15 hours per month x \$150 per hour x 6 months x 14 BSCs = \$189,000 (Strategy 2)

(B) SPECIALIZED TRAINING & TECHNICAL ASSISTANCE - \$126,000

Training & TA Pool: 10 hours x \$150 per hour x 6 months x 14 BSCs = \$126,000

- \$150 per hour based on First 5 LA’s reimbursement schedule
- \$18,000 allocated across strategies and used on an as-needed basis
- Expenses included for only 6 months of funding (Jan - June 2017). First six months of the fiscal year managed by First 5 LA staff.

(C) LEARNING COMMUNITIES - \$80,000

- Strategy 1: Shared Vision/Collective Action (\$59,000 TOTAL)

(1) Cross-Community Learning Exchanges = \$41,000

Calculations based on historical expenditures:

- Quarterly Cross-Community Learning Exchanges: 2 exchanges x \$10,000 (includes child care, transportation, food, translation) = \$20,000
- Learning Exchanges by region or topic: 4 exchanges x \$4,000 (includes child care, transportation, food, translation) = \$16,000
- Contractor to support topical exchanges: 5 hours per month x 6 months x \$150/hour = \$4,500 (\$5,000 rounded)

(2) Building Stronger Families (BSF) Grantees = \$5,900 (\$6,000 rounded)

Costs for convening of BSF grantees calculated as follows:

2 Half day convening (approx. four hours) = \$5,900

- Consultant support for facilitation and prep = 5 hours x \$150 per hour = \$750
 - Food = \$15 per day x 30 attendees = \$450
 - Venue = \$1,000 average cost based on historical expenditures = \$1,000
 - Experts/trainers (as needed) = 5 hours x \$150 per hour = \$750
- Total = \$2,950 x 2 convenings = \$5,900

(3) Long-Term Support Structure (LTSS) Convenings = \$12,000

Costs associated with convenings related to LTSS beginning in Spring of 2017

Full day convening with breakouts (six to eight hours):

- Consultant support for facilitation and prep = 10 hours x \$150 per hour = \$1,500

Initiative	Investment Category
Communities - Cross-Strategy Investments <ul style="list-style-type: none"> • Food = \$15 per day x 70 attendees = \$1,050 • Venue = \$2,500 average cost based on historical expenditures = \$2,500 • Experts/trainers (as needed) = 5 hours x \$150 per hour = \$750 Total = \$5,800 x 2 = \$11,600 (rounded to \$12,000) 	2015-2020 Strategic Plan: Focusing for the Future
- Strategy 2: Community Resource Networks (\$12,000 TOTAL)	
Community Resource Network Convenings = \$12,000 Full day convening with breakouts (six to eight hours): <ul style="list-style-type: none"> • Consultant support for facilitation and prep = 10 hours x \$150 per hour = \$1,500 • Food = \$15 per day x 70 attendees = \$1,050 • Venue = \$2,500 average cost based on historical expenditures = \$2,500 • Experts/trainers (as needed) = 5 hours x \$150 per hour = \$750 Total = \$5,800 x 2 = \$11,600 (rounded to \$12,000) 	
- Strategy 3: Built Environment: Policy/Advocacy (\$9,000 TOTAL)	
Convening advocacy partners/grantees = \$9,000 Half day convening (approx. four hours): <ul style="list-style-type: none"> • Consultant support for facilitation and prep = 5 hours x \$150 per hour = \$750 • Food = \$15 per day x 30 attendees = \$450 • Venue = \$1,000 average cost based on historical expenditures = \$1,000 • Experts/trainers (as needed) = 5 hours x \$150 per hour = \$750 Total = \$2,950 x 3 convenings = \$8,850 (rounded to \$9,000) 	
(D) COORDINATION (calculated as 10% of total amount) - (\$90,000 TOTAL) <ul style="list-style-type: none"> • Capacity Building Support = \$693,000 • Specialized Training & TA = \$126,000 • Learning Communities = \$80,000 • Subtotal = \$899,000 x 10% = \$89,900 (rounded to \$90,000) 	
Total CBC Implementation Costs = \$899,000 + \$90,000 = \$989,000	
Change from Prior Year (if >+-20%)	

Initiative		Investment Category	
Communities - Cross-Strategy Investments		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Communications & Marketing	\$1,200,000	\$1,670,000	39.16%

Program Summary

Communications is recognized as one of six Board-identified and approved investment strategies to advance the outcome areas of First 5 LA's 2015-2020 Strategic Plan.

In FY 16-17, the Communications and Marketing Department's activities to build First 5 LA's brand, engage decision makers, elevate awareness and create urgency, and support internal communications will advance all three strategies of the Communities Outcome Area, that include:

Strategy 1 - Shared vision/collective action

Strategy 2 - Coordinated resource networks; and

Strategy 3 - Built environment advocacy

The Communications and Marketing Department's activities will focus on strengthening communications skills, building relationships with key stakeholders, and effectively conveying the Best Start story in an effort to develop broad support and engagement in activities across the three strategies.

The Communications and Marketing Department work in advancing these strategies include building connections between and across Best Start communities and grantees and supporting the peer-to-peer learning strategy employed through Best Start.

The majority of resources (62%) for this cross-strategy Communications and Marketing investment is allocated to building the communications capacity of Best Start Community Partnership members.

For the past three years, Communications and Marketing Department staff assigned to the Best Start effort has worked to build Community Partnership capacity to more effectively use communications and marketing strategies as tools to engage the broader community. Communications skills development is a critical component of a healthy community change effort along with fostering a broader, sustainable impact. Because of this, there is a growing need and desire to continue and deepen communications capacity building work across the 14 Best Start communities.

Resources are allocated in the FY 16-17 budget to provide each Community Partnership with a dedicated Communications Capacity Builder (CCB) whose sole objective is to build and enhance the communications skills of the Partnership members and support community-level communications and marketing strategies.

In their first phase of work, CCBs will, under the guidance of Communications and Marketing Department staff, co-design and execute community-level communications and marketing plans with each Partnership's communications workgroup or equivalent. The plan's objectives will be to increase the visibility of the Partnership, build brand awareness, and build relationships that, in time, leverage and mobilize the existing community resources of a community. In phase two of work, communications capacity building support will be integrated into the Long-Term Support Structure with support from the Capacity Building Consortium, as needed.

Spending Plan and Funding Methodology

1) \$600,000 GENERAL BEST START COMMUNICATIONS & MARKETING

The FY 16-17 budget for the Communities Outcome Area, Cross Strategy Investment Category places Communications and Marketing Department activities into three primary categories: Marketing, Strategic Communications, and Inter/Intra Communications.

Marketing: Projected expenses are based on prior experience with the development of marketing materials to support three strategies of the three Communities Outcome Area during FY 16-17. Anticipated activities for FY 16-17 will include, but are not limited to, the following:

- Publications and Collateral Materials: Expenses for publications (e.g., one-sheets, stories, graphic design, writing and editing) and collateral materials (e.g., brochures, posters, decals and signage) are based on historical costs. \$44,500

- Promotional Items: Includes resources to promote activities across the three strategies of the Communications

Initiative	Investment Category
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Communities - Cross-Strategy Investments

2015-2020 Strategic Plan:
Focusing for the Future

Outcome Area and reinforce key messages. This cost area also included resources for reprinting the "Ready for Kinder Book" developed by one of the Best Start Partnerships. \$81,000

- Website: Includes resources for a countywide contractor to re-design the website and produce content (e.g., stories). \$70,000
- Videos: Projected expenses include live action videography (approx. \$10,000) and animated graphics (approx. \$25,000). \$35,000
- Social Media: Projected expenses include Facebook promotional. \$1,000
- Event and Conference Sponsorships. \$30,000

TOTAL MARKETING = \$261,500 (Rounded to \$265,000)

Strategic Communications: Based on previous work and the projected need to message activities across the three strategies of the Communities Outcome Area, it is estimated that approximately \$150,000 will be needed to support the work.

Anticipated activities for FY 16-17 will include, but are not limited to, the following:

- Stakeholder Engagement: During FY 14-15, stakeholder engagement support was provided via a contract with Nakatomi and Associates (approx. \$75,000). For FY 16-17, it is anticipated that more support in this area will be required.

Total = 45 hours per community x \$150 per hour x 14 communities = \$94,500 (rounded up to \$100,000)

- Message Training: Includes resources for consultants to support media and public speaking training.

Total = 12 hours x \$150 per hour x 14 communities = \$25,200 (rounded down to \$25,000)

- Activities Events: Based on historical costs for hosting an annual cross-community event, projected expenses for FY 16-17 are estimated at \$25,000 which includes resources for space rental, catering, invitations and even planning support.

- Transition Messaging: as the Best Start model evolves, the consistency and frequency of the communications with communities must be robust to ensure "buy-in." These monies will go towards consultant support for a transition communications plan for all 14 communities. At the standard consultant rate of \$150, with approximately 24 hours of consultant support per community, this will cost approximately \$50,000.

TOTAL STRATEGIC COMMUNICATIONS = \$200,000

Inter/Intra Communications: As First 5 LA implements the Communities Outcome Area of the 2015-2020 Strategic Plan, there will be an increased need to strengthen internal communication across departments and staff, as well as to Partnership members and other key stakeholders and partners across the 14 communities.

It is estimated that approximately \$135,000 will be needed to execute the work. Anticipated activities for FY 16-17 will include, but are not limited to, the following:

- Partnership Update Newsletter: Includes the production of a monthly print/online newsletter to share updates on activities across the three strategies.

Graphic design for online and hard copy layout in four languages: \$1,500 per issue x 12 months = \$18,000

Print costs: \$1,500 per issue x 12 months = \$18,000

TOTAL = \$36,000

- Support for Learning Communities: Includes resources to support cross-community convenings.

Videos = \$2,000

Graphic design support = \$2,000

TOTAL = \$4,000

- Online tools: An online community site would require vendor support for site development and management.

Site manager: 40 hours per month x \$100 per hour X 12 months = \$48,000 (rounded up to \$50,000)

A subscription to one or more online tools such as Groupsite = \$2,500.

- Materials Translation: Because of the multilingual nature of First 5 LA's place-based work, resources are required to translate materials to Spanish, Khmer and Mandarin. Total resources anticipated for translation support: \$12,000 for Spanish + \$15,000 for Khmer + \$15,000 for Mandarin = \$42,000

TOTAL INTER/INTRA COMMUNICATIONS ESTIMATES = \$134,500 (rounded up to \$135,000)

Initiative	Investment Category
<p>Communities - Cross-Strategy Investments</p> <p>2) \$1,070,000 COMMUNICATIONS CAPACITY BUILDING/BEST START COMMUNITY-SPECIFIC MARKETING</p> <p>During the first phase of work during FY 16-17, and under the guidance of the Communications Officers, Communications Capacity Builders will focus on the creation of and support of Communications Workgroups (or an equivalent type of group) within each Community Partnership. Communications Workgroups are responsible for the co-design and execution of communications and marketing plans for each Best Start community.</p> <p>During FY 16-17, workgroups will increase the visibility of the Partnership, build brand awareness, and build relationships that, in time, leverage and mobilize existing community resources. The Community-Specific Marketing allocation is available to support the activities outlined in the Communications & Marketing Plans.</p> <ul style="list-style-type: none"> • Communications Capacity Builders = \$720,000 (rounded) <p>Currently there are three full-time Communications Officers (CO) and two part-time staff dedicated to telling the Best Start story. For FY 15-16, COs spend approximately 30 hours per month on communications capacity building and community-level marketing for each BSC. Based on these numbers, it is estimated that for FY 16-17, each community will require approximately 28 hours of consultant time per Community Partnership per month, to build the communications capacity/literacy of the Communications Workgroup and Partnership. Based on the standard consultant's rate of \$150 per hour, the total for all 14 communities is approximately \$720,000. Capacity building will include activities such as social media training, event planning, media relations, writing and storytelling, public speaking, etc.</p> <p>TOTAL = 28.5 hours x \$150 per hour x 12 months x 14 communities = \$718,200 (rounded to \$720,000)</p> <ul style="list-style-type: none"> • Community-Specific Communications & Marketing Plans = \$350,000 for all 14 Best Start Communities <p>As Community Partnership members continue to develop communications skills, workgroup members will co-design Communications & Marketing plans with assistance from Communications 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 and FY 15-16 each community had approximately \$25,000 to support activities – the implementation of Communications & Marketing plans will require an average of \$25,000 of funding per community.</p> <p>TOTAL = \$25,000 x 14 communities = \$350,000</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>

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

Note that the FY 15-16 budget amount of \$1,870,000 was reduced at mid-year by \$670,000 (\$520,000 for the Community Capacity Builders and \$150,000 for technical assistance for the Capacity Builders). The Place-Based Communications & Marketing budget was reduced due to delay of enacting a plan to bring on Communications Capacity Builders for all 14 communities, thus resulting in the increase for FY 16-17.

Initiative		Investment Category	
Communities Strategy 1 - Shared Vision & Collective Action		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Community Engagement	**	\$9,254,000	0.00%

Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

This program area is aligned primarily with Strategy 1 of the Communities Outcome Area of the 2015-2020 Strategic Plan, which emphasizes shared vision and collective action to address the policies, systems and environments that impact families with children, prenatal through age 5.

Community engagement is an essential feature of Best Start, First 5 LA’s place-based, community building approach to engaging parents, residents, organizations and other stakeholders in sustained collaborative efforts to improve the policies, systems, and environments that impact families’ ability to thrive. Central to Best Start is the Building Stronger Families Framework, which underscores the belief that if families are strong and communities support families to succeed, then children will be healthy, safe, and ready for school. The framework is grounded in the family strengthening “protective factors” and anchored in the following six core results:

Building stronger families (family-level results):

- Family capacities – knowledgeable, resilient, and nurturing parents
- Social connections – families participating in positive social networks
- Concrete supports – access to services and supports in times of need

Communities that support families to succeed (community-level results):

- Coordinated services and supports that meet families’ needs
- A shared vision and collective action to strengthen families
- Social networks and safe spaces or recreation and interaction

These six core results are based on an acknowledgement that a combination of individual, relational, and community factors impact child and family wellbeing. Therefore, community engagement is a value and fundamental practice of First 5 LA’s place-based work to strengthen families and the communities in which they live, work and play. Community engagement involves building and strengthening relationships and involving community members in all activities – from identifying relevant issues and making decisions about how to address them, to evaluating and sharing the results with the broader community. To that end, this program area includes three elements:

- Community-Identified Investments (aka Community-Identified Projects)
- Resident Engagement
- Community Advisory Council

A description of each of these program elements are described below.

1. Community-Identified Investments (aka Community-Identified Projects)

Best Start Community-Identified Investments are initiatives designed by Best Start Community Partnerships – comprised of parents, residents, organizational representatives, and other community stakeholders – to operationalize the Building Stronger Families Framework. These investments are not one-off projects that end after one or two years; rather, they are intended to be longer-term to achieve results at the family and community levels.

Examples of priorities across the communities include:

- Strengthening parent/resident leadership
- Connecting parents to community resources
- Strengthening social connections (e.g., parent circles and parent cafés)
- Improving the quality of interactions between organizations and parents

Initiative	Investment Category
<p>Communities Strategy 1 - Shared Vision & Collective Action</p> <ul style="list-style-type: none"> • Improving information-sharing and coordination between organizations • Promoting advocacy to influence policies and address systems change 	<p>2015-2020 Strategic Plan: Focusing for the Future</p>

Through Best Start Community-Identified Investments, the Community Partnerships galvanize parents, residents, organizations, and systems within the broader community to create a context in which parents have the support they need to strengthen the relationships and behaviors that promote optimal child development.

Best Start Community-Identified Investments that were initiated during FY 15-16 will continue during FY 16-17, at which time, they will be in full implementation. Therefore, FY 16-17 reflects the resources that will be needed for 12 months of implementation. A more accurate amount per community will be known by May 2016, when grant negotiations for FY 16-17 are anticipated to be completed.

2. Resident Engagement

Strengthening social connections between residents at the neighborhood-level is an important informal resource that reduces isolation and serves as a means to activate local strategies aligned with a larger, community-wide vision to strengthen families and communities. In June 2015, the Board approved a 5-year (2015-2020) Strategic Partnership with South Bay Center for Counseling (dba SBCC Thrive LA) to implement a two-pronged approach to increasing resident engagement in the 14 Best Start communities that extends beyond individuals currently engaged directly with the 14 Community Partnerships. Resident Engagement funds will support the following:

Neighborhood Action Councils (NACs): Funding for NACs supports neighborhood-level resident engagement and strengthening resident leadership in planning and pursuing local change to improve the wellbeing of young children and their families. Per the Board’s approval of a strategic partnership with SBCC in June 2015, funding for the NACs will continue throughout the life of the 2015-2020 Strategic Plan.

Resident Outreach Coordinators (ROCs): During FY 15-16, the Board approved an extension to continue funding the ROCs for 1 year or through June 30, 2016. At the time of approval, it was anticipated that the support provided by the ROCs would be factored into the Long-Term Support Structure (LTSS) that staff is currently developing to shift critical programmatic, administrative and capacity building functions from First 5 LA staff and contractors to the Community Partnerships. Since the LTSS is currently under development – and not likely to launch until Winter/Spring 2017 – First 5 LA will extend funding for the ROCs through FY 16-17 for continuity of community outreach and engagement activities in the Best Start communities. In addition, the ROCs will continue working directly with Partnership members to build their capacities to conduct relationship-based outreach (RBO) and engagement. It is anticipated that funding for the ROCs will end June 30, 2017, in alignment with the Community Partnerships’ transition to the LTSS.

3. Community Advisory Council

The purpose of the Community Advisory Council is to provide opportunities for community members from Best Start Community Partnerships to share insight and community perspectives to First 5 LA as it implements Best Start and other components of the 2015-2020 Strategic Plan. For the last two years, First 5 LA has convened ad hoc groups of community residents to gather feedback on various strategies and approaches. For example, community members provided input on the service coordination issues that informed First 5 LA’s focus on strengthening coordination of community resource networks, which is the second strategy of the Communities Outcome Area. Likewise, First 5 LA staff convenes an interim, bi-monthly workgroup of community members (i.e., Transition Team) to provide insight, experience and feedback to First 5 LA’s plans for a Long-Term Support Structure for the Best Start Community Partnerships.

Resources for FY 16-17 will be used to formalize a structure for convening community members to communicate their opinions, share experiences and expertise, and facilitate coordination of First 5 LA’s priorities at the community level. Funding supports the establishment of a Community Advisory Council that will include two representatives from each of the 14 Community Partnerships. Implementation includes training for parents and residents from across the 14 Best Start communities interested in joining the Community Advisory Council.

Spending Plan and Funding Methodology

Initiative	Investment Category
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In FY 15-16, funding for these cost categories were included under the Resident Engagement and Results-Focused Actions programs.

COMMUNITY-IDENTIFIED INVESTMENTS = \$5,600,000

14 BSCs x \$400,000 = \$5,600,000

The 5-year financial projections for the Communities Outcome area assumes a total allotment of \$1,950,000 for each Best Start community to implement Community-Identified Investments. While the 5-year projections anticipate an average annual allocation for each community, Community Partnerships may draw down funding from their \$1,950,000 total at different rates based on the scope and scale of their strategies. In other words, Community Partnerships may request more or less than the \$400,000 budgeted for FY 16-17. A more accurate amount per community will be known by May 2016, when grant negotiations for FY 16-17 are anticipated to be completed. Any required funding adjustments will be reflected in First 5 LA's annual mid-year budget adjustment.

RESIDENT ENGAGEMENT = \$3,520,000

The FY 16-17 budget reflects a 12-month contract with SBCC to continue implementing resident engagement through the Neighborhood Action Councils (NACs: \$1,700,000) and Resident Outreach Coordinators (ROCs: \$1,820,000). The budget projection for FY 16-17 is based on historical costs and reflects: 1) maintaining the total number of NACs supported during FY 15-16 within the 14 Best Start communities; 2) maintaining current level of ROCs within each BSC; and 3) the provision of capacity building assistance to Community Partnerships around relationship-based outreach.

1. NACs = 70 NACs @ \$24,286 per NAC (estimate) = \$1,700,000

- Personnel (admin and program, benefits) = \$1,111,649
- Operating Costs (e.g., utilities, mileage, evaluation) = \$81,794
- NAC Operating Costs (e.g., logistics and projects) = \$412,349
- Indirect Costs: \$94,208

ROCs = 18 ROCs for 14 BSCs = \$1,820,000

- Personnel (admin and program, benefits) = \$1,354,045
- Operating Costs (e.g., space, utilities, supplies, mileage, evaluation) = \$351,205
- Indirect Costs: \$114,750

COMMUNITY ADVISORY COUNCIL = \$134,000

1. Three-day Training Program: \$126,200

- Contractor: 2 contractors x \$150 per hour x 30 hours per month x 12 months = \$108,000
- Logistics (e.g., transportation, child care, food, interpretation, etc.): \$3,500 per day x 3 days = \$10,500
- Training Materials (includes translation) = \$3,500
- Participation Stipends: \$50 per person x 28 participants x 3 days = \$4,200

2. Community Advisory Council: \$7,500

- Logistics (i.e., transportation, child care, food, interpretation, etc.): \$1,250 per month x 6 months = \$7,500

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

Initiative		Investment Category	
Communities Strategy 1 - Shared Vision & Collective Action		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Community Partnerships	**	\$4,815,000	0.00%

Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

As an anchor investment in First 5 LA’s 2015-2020 Strategic Plan, Best Start is a community-building approach designed to achieve policy and systems change. It focuses on the development of Community Partnerships (Partnerships) as a vehicle to advance outcomes that ultimately result in improved community capacity to support families. A primary objective of Best Start is to strengthen the ability of these Partnerships to be effective vehicles for change, develop and drive the implementation of a broad-based, inclusive effort to improve outcomes for children and families in their respective communities.

This program is aligned with Strategy 1 of the Communities Outcome Area of the 2015-2020 Strategic Plan, which emphasizes shared vision and collective action to address the policies, systems and environments that impact families with children, prenatal through age 5. It includes three areas of work:

- Infrastructure Support
- Coaching and Technical Assistance
- Learning Communities

1. INFRASTRUCTURE SUPPORT

Community Partnerships convene diverse stakeholders (i.e., parents, residents, organizations, civic leaders, and others) to build relationships, share information and resources, cultivate local leadership, and work collectively around a shared vision to improve outcomes for children and families in their community. These meetings, as well as smaller workgroups and ad hoc committees, are convened monthly.

Currently, First 5 LA implements two different approaches to providing infrastructure support to the Community Partnerships. In Best Start Metro LA, support is provided by Para los Niños. In the other 13 communities, support is provided by First 5 LA staff and contractors.

(a) Metro Los Angeles (LA)

Since 2009, Para Los Niños (PLN) has served Best Start Metro LA, providing 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 16-17, PLN will continue supporting the Metro LA Community Partnership by providing:

- 1) Coordination and planning of Community Partnership convenings/meetings, which include four Task Forces, the Executive Committee, and nine Neighborhood Leadership Groups that include approximately 250 parents and residents. In total, the Metro LA Community Partnership consists of over 300 community members and organizational/government representatives engaged on a regular basis (i.e., mostly weekly).
- 2) Leadership Development through coaching and supporting parents and residents to take leadership roles in the Community Partnership and broader Metro LA community, including relationship building, conflict resolution, meeting planning and facilitation.
- 3) Logistical support for all meetings through contracts with vendors for translation, child care, transportation, catering and venues.
- 4) Documentation and communication of Community Partnership activities to First 5 LA and external parties.
- 5) Evaluation of Community Partnership activities.

(b) Community Partnership Meeting Support (13 Best Start Communities)

Unlike Best Start Metro LA, the remaining 13 Community Partnerships receive programmatic, administrative, and

Initiative	Investment Category
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capacity building support directly from First 5 LA staff and contractors. This includes support such as leadership development, communications support, training, technical assistance, and logistics (including transportation, interpretation and translation, child care, facilities, catering, and audio visual services). Logistical support is designed to reduce barriers for parents and residents so that they are able to fully participate in the Community Partnerships.

Lessons learned from two years of Building Stronger Families implementation highlighted the disadvantages of First 5 LA's provision of these supports, one of which is that it positions First 5 LA – not the communities – as the primary driver and sustainer of community change. Beginning FY 16-17, First 5 LA will transition these types of supports to the Best Start Community Partnerships through the implementation of a Long-Term Support Structure (LTSS) that staff is currently developing with input from key internal and external stakeholders including the Community Partnerships. Since the launch of the LTSS is anticipated in the fourth quarter of FY2016-17, First 5 LA will continue to provide logistical support during the next fiscal year to account for onboarding and ramp-up to the LTSS.

(c) Long-Term Support Structure (LTSS)

The Best Start Community Partnerships are not formal, legal entities. For the last five years, First 5 LA staff and contractors have been providing direct programmatic, administrative and capacity building support to the Partnerships, with the exception of the pilot community, Metro LA, which launched using a lead agency approach. This lead agency fulfills the programmatic, administrative and capacity building support for the Metro LA Community Partnership. Since the inception of Best Start, First 5 LA has been grappling with how to do this work more effectively across the 14 communities within the context of our fiduciary responsibilities as a public entity.

Building upon the lessons learned from Metro LA and the other 13 communities as well as other place-based efforts around the nation, staff is currently conducting a landscape analysis to assess existing resources within and that serve Best Start communities that can be leveraged and mobilized to strengthen the programmatic, administrative and capacity building infrastructure for the 14 Best Start Community Partnerships.

First 5 LA has begun a process to gather information and convene key stakeholders and a national expert advisory panel to elicit technical input, ideas and advice to First 5 LA on the design, associated costs, and transition to an approach to strengthen the infrastructure of the Best Start Community Partnerships. This process also includes bi-monthly convenings of the Best Start Transition Team, which includes two representatives from each Community Partnership to provide information, expertise and experiences to inform the development of an approach to strengthen the infrastructure of the Best Start Community Partnerships.

In addition to the Transition Team, First 5 LA will hire one or more consultants (as needed) with expertise in place-based strategies and investments to work collaboratively with staff during the planning and development phase, which is anticipated to be complete in second quarter of the fiscal year. As the process unfolds, staff will provide information and engage the Board in discussions to further inform the design of the Long-Term Support Structure (LTSS). Once the design is finalized, staff will request Board approval of funding to support the initial implementation of the LTSS. Until then, First 5 LA will continue to provide infrastructure support to the Community Partnerships.

2. COACHING AND TECHNICAL ASSISTANCE

This area of work emphasizes helping the Community Partnerships take greater ownership and responsibility for the children and families who live within them by fostering safe, healthy, and vibrant communities. During FY 15-16, First 5 LA shifted its capacity building approach, emphasizing a coaching model that strengthens the leadership capacity of the Community Partnerships. Prior to July 2015, First 5 LA contractors facilitated community meetings, determined capacity needs with input from community members, provided training and technical assistance, and led the community through planning processes. First 5 LA contractors were in a “doing” role versus a “coaching” role, except in Metro Los Angeles, where Para los Niños had been implementing a coaching model for several years to ensure that parents/residents were leading the effort and organizations were collaborating to maximize their collective impact.

As First 5 LA explores the long-term support structure for the Community Partnerships, it is increasingly apparent that the achievement of results and sustainability of vision of Best Start is dependent on the ability of community members (i.e., parents, resident, organizations, and other stakeholders) to lead efforts that improve the community conditions that affect children and families. Therefore, First 5 LA will continue to invest in a coaching approach to

Initiative	Investment Category
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<p>Communities Strategy 1 - Shared Vision & Collective Action</p> <p>strengthen the leadership capacity of Community Partnerships to develop and advance collective efforts to achieve results.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
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(a) Performance Management Training and Technical Assistance for BSF Grantees: Continuation of an 8-month contract with Harder+Company approved by the Board in March 2016 to assist the 14 Building Stronger Families (BSF) grantees in developing meaningful performance measures and effective reporting and engagement practices for ongoing reflection, learning and improvement. The anticipated contract end date is November 18, 2016.

(b) Coaching Support: Renewal of a 12-month contract with the Center for the Study of Social Policy (CSSP) through June 30, 2017, to provide capacity building support directly to the Community Partnerships to cultivate community leadership, strengthen governance structures, and promote effective collaboration, data and learning -- all in preparation for the transition to the Long-Term Support Structure (LTSS). Continuation of this contract is based on the shift in timeline for the transition to the LTSS.

(c) Pool of Specialized Training & Technical Assistance
Resources that the Community Partnerships can access for customized, content-specific, and time-limited assistance for an identified need that cannot be addressed through coaching support provided by CSSP. Training can be on-site or local trainings/conferences on topics such as parent engagement, child development, trauma-informed care, etc.

First 5 LA staff currently manages procurement of this training and technical assistance pool and coordinates local training/conference attendance for Community Partnership members. It is anticipated that management of this resource will shift from First 5 LA staff to the Capacity Building Consortium, which is First 5 LA's consolidated capacity building approach described under Communities Outcome Cross-Strategy Investments. Funding for this resource is provided for six months to allow for the launch and transition to the CBC.

3. LEARNING COMMUNITIES

Cross-community peer learning opportunities to establish a vital flow of information regarding common experiences that build knowledge, strengthen practices, and promotes collaboration across communities. Regional and cross-Partnership exchanges and visits are also encouraged and promote learning exchanges on a regional basis. As a result of meeting quarterly at cross-community learning opportunities, community members may desire 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 Partnership strategies such as stakeholder engagement, governance and outreach, First 5 LA will continue to support these cross-Partnership visits to encourage peer-to-peer learning and networking. This cost category also includes peer learning and network resources for BSF grantee convenings.

First 5 LA staff currently plans and convenes Learning Committees with some consultant support for facilitation. Convening Learning Communities will shift from First 5 LA staff to the Capacity Building Consortium (CBC), which is First 5 LA's consolidated capacity building approach described under Communities Outcome Cross-Strategy Investments. Funding for this resource is provided for six months to allow for the launch and transition to the CBC.

Spending Plan and Funding Methodology

Total projected cost is \$4,815,000, which includes: (1) infrastructure support (\$2,817,000), (2) coaching and technical assistance (\$1,948,000), and (3) learning communities (\$50,000)

1. INFRASTRUCTURE SUPPORT = \$2,817,000

In FY 15-16, these cost categories were included under the Best Start Metro LA, Long-Term Business Model Transition, and Partnership Support programs.

(A) Para los Niños = \$1,112,000 (rounded)
Budget estimates for FY 16-17 are based on the level of funding provided during FY 15-16. The Metro LA Community Partnership supports approx. 375 meetings and engages 860 unduplicated individuals per year. The contract with PLN includes support for the following:

- Personnel (e.g., admin and program, benefits) = \$476,550

Initiative	Investment Category
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Communities Strategy 1 - Shared Vision & Collective Action

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- Operating Costs (e.g., utilities, mileage, evaluation) = \$156,174
- Partnership Logistics (e.g., Community Partnership, NLGS, Task Forces, Executive Committee, etc.) = \$414,590
- Partnership training/conference attendance = \$20,000
- Indirect Costs = \$44,644

The projected FY 16-17 budget reflects funds to continue supporting the Metro LA Community Partnership at the FY 15-16 funding level. Given the 5-year financial projections for the Communities Outcome Area, First 5 LA can no longer fund Para los Niños (PLN) at this same level after FY 16-17. It is anticipated that funding will decrease beginning in FY 17-18 in alignment with the Long-Term Support Structure for Best Start. Therefore, First 5 LA will support the provision of technical assistance to Best Start Metro LA and PLN to build capacity in mobilizing additional resources to support their work beyond First 5 LA in anticipation of reduced funding in FY 17-18.

(B) Community Partnership Meeting Support (13 COMMUNITIES) = \$1,560,000

Community Partnership Meeting Support includes resources associated with removing barriers to ensure full participation of community parents and residents including: transportation, interpretation and translation, child care, facilities, catering and audio visual services. The FY 16-17 budget estimates are based on historical expenditures and were developed using the following methodology:

- a) 1 monthly Partnership meeting x \$5,000 x 12 months x 13 BSCs = \$780,000
 b) 4 monthly workgroup meetings x \$1,250 x 12 months x 13 BSCs = \$780,000

(C) Long-Term Support Structure (LTSS) = \$145,000 TOTAL

Consultant Support = \$90,000

- Planning and design consultant(s) – approx. 50 hours per month over five months x \$150 per hour based on First 5 LA's reimbursement schedule. Total = \$37,500 (\$40,000 rounded)
- Consultant(s) specializing in change management to assist staff in the development and implementation of plan to ensure effective transition (internally and externally) to a new support structure for the Community Partnerships. Consultant support @ 40 hours per month x \$150 per hour based on First 5 LA's reimbursement schedule. Total = \$48,000 (\$50,000 rounded)

National Expert Panel Convening = \$43,000

Funding consistent with costs associated with the Expert Panel being convened by the Research and Evaluation Department. Costs assume no more than 10 people and is based on a daily honorarium of \$1,000 for one day, \$150 per hour @ 10 hours to review materials in preparation of meeting, \$1,500 per expert for travel costs (as needed), \$3,000 for catering and location costs.

10 experts @ \$1,000 each = 10,000

10 experts @ 10 hours prep time x \$150 = \$15,000

10 experts x \$1,500 for travel costs = \$15,000

Catering and venue = \$3,000

Total cost = \$43,000

Transition Team = \$12,000

Includes resources to convene two representatives from each community to provide input that will inform the design of and transition to the Long-Term Support Structure. 6 meetings x \$2,000 = \$12,000

2. COACHING AND TECHNICAL ASSISTANCE = \$1,948,000

(a) Performance Measurement Training & TA - Harder+Company = \$47,000

Funding includes a Project Director, Associate Lead, 3 Research Associates, and a Research Assistant: 402 hours x \$117 per hour = \$47,000 (rounded)

(b) Coaching Support - Center for the Study of Social Policy = \$1,775,000

Based on historical expenses and projected work for FY 16-17, funding for CSSP includes support for personnel, supplies, and services provided by subcontractors. Major cost categories are: a) capacity builders providing up to 65

Initiative	Investment Category
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Communities Strategy 1 - Shared Vision & Collective Action
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 hours of support per month per Community Partnership; and b) management and oversight of capacity builders to ensure continuous quality improvement.

- Capacity Builders = 65 hours x \$110 per hour x 12 months x 13 communities = \$1,115,400
- Management of Capacity Builders = 2 managers x 80 hours x \$125 per hour x 12 months = \$240,000
- Personnel, supplies, mileage and travel, space, and indirect costs = \$419,600

(c) Specialized Training & Technical Assistance = \$126,000
 Training & TA Pool: 10 hours x \$150 per hour x 6 months x 14 BSCs = \$126,000 (\$18,000 per BSC)
 • \$150 per hour based on First 5 LA's reimbursement schedule
 • \$18,000 allocated per community can be used for on-site and local trainings/conferences
 • Expenses included for only 6 months of funding at which time these costs will be captured under the Capacity Building Consortium under the Communities Outcome Cross-Strategy Investments

3. LEARNING COMMUNITIES = \$50,000

Costs based on historical expenditures for Learning Communities and Exchanges
 • Quarterly Cross-Community Learning Exchanges: 2 exchanges x \$10,000 (includes child care, transportation, food, translation) = \$20,000
 • Learning Exchanges by region or topic: 4 exchanges x \$4,000 (includes child care, transportation, food, translation) = \$16,000
 • Contractor to support topical exchanges: 5 hours per month x 6 months x \$150/hour = \$4,500 (\$5,000 rounded)
 • BSF Grantee Convenings: 2 exchanges x \$4,000 (logistical support minus child care, transportation, food, translation) = \$8,000
 Total = \$49,000 (\$50,000 rounded)

Expenses for Learning Communities included for only 6 months of funding at which time these costs will be captured under the Capacity Building Consortium under the Communities Outcome Cross-Strategy Investments

TOTAL COSTS = \$4,815,000
 (1) Infrastructure Support = \$2,817,000
 (2) Coaching and Technical Assistance = \$1,948,000
 (3) Learning Communities = \$50,000

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

Initiative		Investment Category	
Communities Strategy 2 - Coordinated Services & Supports		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Community Resource Networks	*	\$1,064,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

The 2015-2020 Strategic Plan outlines priority focus areas within each of the four targeted outcomes to further define the type of change that First 5 LA can measurably affect. One of the priority focus areas under the Communities Outcome is: Communities have ECE and health-related supports that meet family needs.

A significant challenge identified by families and organizations in Best Start communities is accessing quality services and supports that are coordinated and meet families’ needs. Community members representing all 14 Best Start Communities participated in focus groups hosted by First 5 LA, and barriers shared by community members and organizational representatives include:

- Fragmentation and Silos: Services and supports are fragmented within and across systems due to the lack of coordination between organizations and between types of service. This results in a number of barriers, such as families’ dissatisfaction with services, duplication of services, and underutilizing a particular organization’s services.
- Access: While services and supports are generally available from organizations’ perspective, families have difficulty finding information on available services and where to access them. This also contributes to duplication of services and some organizations’ services being underutilized.
- Referrals: Families need warm handoffs (person-to-person connections) for referrals.
- Network-building: Organizations lack resources (time, funding, etc.) to engage in relationship building and other activities needed to design and build networks.
- Sustainability: Often coordination and collaboration among organizations are tied to particular grants or projects and are not sustained beyond the funding period.
- Cultural Competency: Outreach, parent engagement and services are not culturally and linguistically sensitive, leading to underutilization of available services and supports.
- Parent Engagement: There is a lack of parent engagement around the quality of services and supports being delivered by organizations.

Based on the inputs gathered from the focus groups staff determined that an investment in strengthening service coordination would best address these issues. Likewise, there are other efforts in the County focused on service coordination, such as the emerging work of the Office of Child Protection as it pertains to the Prevention and Aftercare Networks as well as the ongoing work of Health Neighborhoods spearheaded by the Department of Mental Health. This convergence of interests among key partners across the county is an opportunity to invest in, influence, and leverage existing and/or emerging efforts to strengthen the coordination capacity of community resource networks. Community resource networks are defined as groups of organizations operating formally or informally to coordinate services and supports within one Best Start community or regionally across multiple communities (e.g. Antelope Valley, South Los Angeles). Formal networks are those in which members have an established, often legal, relationship with one another. Informal networks are those in which organizations are engaged in some level of coordination without a formal agreement or defined method of doing so.

In February 2016, First 5 LA released a Request for Information (RFI) to understand current capacity, needs, and opportunities to improve service coordination within formal and informal resource networks serving Best Start communities. In addition to the RFI, First 5 LA is holding key informant interviews with County Department representatives and focus groups with Best Start community members. Staff will develop an implementation plan emphasizing how First 5 LA can add value to existing efforts to strengthen formal and informal community resource networks based on the RFI and other inputs.

This program is still in an exploratory phase. Resources to support this work include:

Initiative	Investment Category
Communities Strategy 2 - Coordinated Services & Supports <ul style="list-style-type: none"> • Continuation of current consultant contract for expertise in ECE and health-related services to finalize the implementation plan • Funds for the procurement process (e.g. external reviewers and convening reviewers) for the selection of community resource networks to receive First 5 LA funding • A pool of funds for initial implementation of strategies to strengthen community resource networks (based on prior First 5 LA investments in organizational capacity building) 	2015-2020 Strategic Plan: Focusing for the Future

Spending Plan and Funding Methodology

CONSULTANT COSTS = \$9,000

Continuation of a contract with Laura Valles and Associates, which began during the FY 15-16 fiscal year. Current spending at approximately \$3,000 per month for a three-person consultant team specializing in ECE and health-related services. During FY 16-17, it is anticipated that staff will continue to use this consultant support for three months.

$\$3,000 \times 3 \text{ months} = \$9,000$

PROCUREMENT = \$5,000

Costs associated with external reviewers and convening reviewers.

FUNDING FOR COMMUNITY RESOURCE NETWORKS

Costs based on historical expenditures for the implementation of capacity building efforts such as Community Opportunities Fund (COF) and Policy Advocacy Fund (PAF). Grants ranged from \$50,000 - \$100,000 per year for a single organization. For the 2016-17 fiscal year, staff is allocating \$1,050,000 as follows:

$\$75,000 \text{ per network} \times 14 \text{ Best Start communities} = \$1,050,000$

This funding level is contingent on completion of information gathering and development of the final implementation plan. It is anticipated that resource networks would be funded in the second quarter of the fiscal year. Any required adjustments to funding amount will be made at mid-year.

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

Initiative		Investment Category	
Communities Strategy 3 - Built Environment Policy & Advocacy		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Policy/Advocacy Partnerships	*	\$1,005,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

This program is aligned with Strategy 3 of the Communities Outcome Area of the 2015-2020 Strategic Plan, which focuses on convening and strengthening the capacity of existing advocacy groups to work with communities to create new and/or improved physical places and spaces.

First 5 LA's investment leverages existing advocacy resources and expertise around the revitalization of existing physical places and spaces to better meet the needs of families with children 0-5. The emphasis of this investment area currently centers around three areas of work:

1. Parks - working in conjunction with the Los Angeles County Department of Parks and Recreation and advocacy groups such as LA Neighborhood Land Trust to assess the needs of families, with the goal of increasing and/or improving existing park space and promoting health equity.
2. Transportation - investing in advocacy efforts to promote a data-driven and equity-centered approach to transportation planning and policy at the county and municipal levels. One such investment is a strategic partnership with Investing in Place for the development of a Technical Working Group to mobilize a broad range of stakeholders to work with the Los Angeles County Metropolitan Transit Authority (Metro) and provide training to Best Start community members on transportation-related needs and advocacy opportunities.
3. Joint Use - exploring opportunities to work with schools, county agencies and municipalities to promote shared use of public space and facilities.

Estimated funding is to support two strategies: 1) support for built environment advocates selected through a procurement process; and 2) resources for staff to take advantage of immediate and emerging leveraging opportunities related to advocacy around the built environment.

No funds will be utilized for capital expenditures. This funding builds off momentum within the philanthropic community and county agencies to enhance the existing built environments while facilitating the ability of families to engage in advocacy opportunities.

Spending Plan and Funding Methodology

The total budget for FY 16-17 is \$1,005,000. This amount is based on historical expenditures in this area. In FY 15-16, staff developed two strategic partnerships with advocacy groups such as LA Neighborhood Land Trust and Investing in Place that are working to increase knowledge and technical assistance surrounding the specific needs relative to the built environment for children 0-5. During FY 15-16, the budgeted amount for the two partnerships was approximately \$125,000. These investments may continue at the same level or be expanded in FY 16-17 to leverage support from other funders.

In addition to these investments, staff is anticipating support for six to seven advocacy groups with budget amount of approximately \$100,000 each.

An additional cost of \$5,000 is included for procurement (i.e. external reviewers).

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

Initiative

Communities Strategy 3 - Built Environment Policy & Advocacy

Investment Category

2015-2020 Strategic Plan:
Focusing for the Future

Initiative		Investment Category	
ECE Strategy 1 - Policy/Advocacy		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
ECE Policy Advocacy Fund	**	\$3,000,000	0.00%

Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

First 5 LA's 2015-2020 strategic plan envisions dedicating resources to Early Care and Education (ECE) public policy change and advocacy. The Board-approved FY 15-16 budget and Long Term Financial Projection assume up to \$15 million dedicated toward ECE policy and advocacy activities through 2020, or up to \$3 million per year. In January 2016, staff presented the concept of an ECE Policy and Advocacy Fund, known as ECE PAF, to the Board of Commissioners Program and Planning Committee. From this fund, staff envision two categories of funding: (1) partnership grants to key state and local ECE advocacy organizations, and (2) grant funding to support emerging ECE public policy and advocacy-related projects which will directly support First 5 LA's goal of ensuring all children in LA County have access to quality, affordable child care and preschool. Though First 5 LA will retain decision rights on both categories of funding, the ECE PAF would be administered by an intermediary organization to improve administrative efficiency and allow First 5 LA staff to directly engage with partners and grantees.

Spending Plan and Funding Methodology

The Board-approved FY 15-16 budget assumed the ECE PAF would launch in early 2016, and provided \$1 million to fund activities for 4 months. This funding was appropriated within the Policy and Intergovernmental Affairs budget under the Policy Agenda/Advocacy initiative - Early Learning Advocacy Strategies program. Due to staff capacity constraints, the ECE PAF will not launch until the beginning of FY 16-17. Given these assumptions, the FY 16-17 budget appropriates a full year of ECE PAF funding (\$3 million) to these strategic plan-related activities.

The funding appropriated for ECE PAF in FY 16-17 assumes resources for the development, launch, and implementation of the fund. Staff assumes the \$3 million will be expended in the following ways:

For general ECE PAF development and implementation:

- (1) One-time funding for the intermediary to work with First 5 LA staff to design and launch the first phase of ECE PAF funding - \$50,000
- (2) Funding for the intermediary to coordinate and manage all grantmaking and ECE PAF operations - \$100,000

For the Partnership Grants:

- (1) Funding for meeting facilitation and coordination - \$150,000
- (2) Funding for grantee technical assistance and capacity building activities - \$200,000
- (3) Funding for partnership grants to advocacy organizations - \$2,000,000

For Emerging Opportunities:

- (1) Set-aside for emerging opportunities - \$500,000

Total funding for FY 16-17 - \$3,000,000

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

FY 15-16 assumed \$1 million in funding for the ECE PAF through the Policy and Intergovernmental Affairs Budget. The Long Term Financial Plan presented to the Board also assumed \$3 million per year to support policy and advocacy activities related to ECE through 2020. The Policy and Intergovernmental Affairs Department Budget no longer assumes any funding for the ECE PAF.

Initiative		Investment Category	
ECE Strategy 1 - Policy/Advocacy		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Grade Level Reading Campaign	\$300,000	\$285,000	-5.00%

Program Summary

In FY 16-17, First 5 LA will continue to dedicate fiscal resources, matched by other campaign stakeholders, to support the ongoing implementation of the LA Grade Level Readiness (GLR) School Readiness Workgroup (SRW) action plan. The GLR Campaign is a nationwide effort, conceived and launched by the Annie E. Casey Foundation in 2012 - with the goal that by 2020, a dozen 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. The GLR Campaign has three focus areas by which communities can address this challenge: school readiness, chronic absenteeism, and summer learning. Given the alignment of the of the School Readiness focus area with First 5 LA's Strategic Plan, First 5 LA initiated the convening of the SRW.

Launched in March 2015, the charge of the SRW is to increase the number of low-income children in LA County who enter Kindergarten ready for school. The SRW includes a diversity of systems-level actors from multiple sectors, all with a common interest in improving school readiness for children in LA County. The current SRW membership represents 23 organizations, including foundations, nonprofits, school districts, City/County agencies, colleges, advocacy organizations and the business sector. The SRW identified three priorities for which the SRWs' respective organizations will commit to collectively support to improve school readiness. The priorities include advancing policies and systems that:

- 1) Kindergarten Readiness Assessment (KRA): Support the adoption and implementation of a Countywide KRA;
- 2) Quality Rating Improvement Systems (QRIS): Increase the number of programs participating in QRIS;
- 3) Family Engagement: Effectively engage families to support school readiness in the home;

In FY 16-17, First 5 LA will continue its partnership with consultant Glen Price Group (GPG) to help facilitate and monitor the implementation of the SRW collective action plans. Resources are also budgeted to support emerging SRW implementation activities and tasks that require additional resources to accomplish.

This strategic partnership with GPG for continued facilitation of the SRW represents one specific contract and project—among a diversified portfolio of First 5 LA efforts—to support school readiness through policy and systems change as well as direct services (i.e. Welcome Baby, Select Home Visitation). While the GLR SRW will be managed under the ECE Outcome Area, First 5 LA's support for and participation in the SRW is aligned with and complementary to school readiness work across each of the four outcomes areas: families, communities, health and ECE.

The work of the SRW also provides an opportunity for stakeholders to elevate and address the need for greater alignment between developmentally appropriate early learning practices and principles and the more rigorous, academic focus of the K-12 system. As an example, the SRW has identified kindergarten readiness as an area for focused attention. Kindergarten readiness assessments (KRAs) can help support teachers to tailor their instruction to individual student needs as well as help policy makers craft policies and reforms that address readiness gaps identified at a population level. In LA County, there is variation in the KRA tools used, the developmental domains assessed, and the purposes for which the tools are used and valued. The SRW, informed by the First 5 LA-funded research of Children Now, provides a county-wide table for systematically thinking through and driving towards consensus on supporting both students and schools in this pivotal period of a child's transition to kindergarten.

Spending Plan and Funding Methodology

The FY 16-17 SRW Facilitation budget is based on actual costs in FY 15-16 needed to launch and facilitate the SRW and three subgroups for KRA, QRIS, and Parent Engagement. It is estimated that the SRW Facilitator will continue to provide an average of 73 hours per month (at \$150/hour) for 12-months for up to 11 SRW monthly convenings, and up to 33 monthly subgroup calls. First 5 LA will also continue to cover associated meeting costs for the 11 in-person SRW convenings at \$200 per month x 11 (\$2,200 total).

Resources are also budgeted to support SRW Strategy implementation efforts and are estimated at \$150,000 (two opportunities at \$75,000 each, based on previous GLR related investments, such as the KRA Landscape Analysis).

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy This budget is an estimate, as the scope and budget will be developed based on activities identified by the SRW and in alignment with First 5 LA Strategic Plan goals. Estimated funds are included to ensure staff have the ability to take advantage of immediate leveraging/partnership opportunities to advance SRW goals and action plans.	2015-2020 Strategic Plan: Focusing for the Future

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

Total budgeted amount of \$285,000 for the GLR Campaign in FY 16-17 is consistent with the \$300,000 budgeted in FY 15-16, previously listed under Resource Mobilization-ECE.

Funds previously designated to support the GLR Steering Committee (no longer in existence) have been shifted to cover facilitation and support of the expanded work of the SRW and the implementation of the KRA, QRIS and Parent Engagement subgroup action plans. As action plans are refined by each SRW subgroup, additional financial resources, matched by other campaign stakeholders, are needed to support implementation, coordination and measurement of the SRW strategies in alignment with the First 5 LA Strategic Plan.

Initiative		Investment Category	
ECE Strategy 1 - Policy/Advocacy		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Kindergarten Readiness Assessment	**	\$330,000	0.00%

Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

A goal of the Early Care and Education (ECE) outcome area of the 2015-2020 Strategic Plan is to advance a common Kindergarten Readiness Assessment (KRA) that can help inform and drive ECE policy, fiscal, and systems change.

In April 2015, First 5 LA contracted with Children Now to complete a landscape scan of KRA use across the County and produce a report with key findings and implications for the identification and adoption of a common KRA across districts in LA County. This scan intends to serve as the first phase of a multi-year strategy to achieve a common readiness assessment used throughout LA County.

In FY 16-17, First 5 LA will build upon the FY 15-16 KRA study by convening a KRA Communities of Practice (COP) with local school districts and other key stakeholders. Lessons from other states, as well as California counties that have begun to implement a common KRA, will provide guidance on speed, sequencing, and strategic partnerships needed to be successful in LA County. Learnings from these convenings will help First 5 LA determine the next steps in achieving the goal of a common KRA across the County.

The proposed COP builds upon the existing work of the First 5 LA-supported LA Grade Level Reading Campaign (GLR) School Readiness Workgroup (SRW) to advance a common KRA in LA County. The COP will leverage the momentum of the SRW KRA subgroup's action plans to maximize resources and ensure a coordinated effort among KRA stakeholders.

Spending Plan and Funding Methodology

The funding level budgeted for FY 16-17 is based on similar efforts planning and implementing Communities of Practice in other counties across the state. Budget includes projected costs for planning, facilitation, research and synthesis of findings. Specific budget and deliverables will be developed with identified partner(s) during contract negotiations.

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

The budget to support KRA activities was previously listed under Resource Mobilization-ECE under the Grade Level Reading Campaign.

In FY 15-16, First 5 LA funded a six-month KRA landscape study which cost \$73,255 and involved conducting surveys and interviews with representatives from school districts. In FY 16-17 the next phase of KRA work, including support for the Communities of Practice, is anticipated to be more intensive and requires an increased level of funding.

Initiative	Investment Category
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ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
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Early Childhood Educators Improving Quality (CCALA)	*	\$600,000	0.00%
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Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

Through F5CA's IMPACT Initiative, F5LA has convened the stakeholders who have implemented the Quality Rating Improvement Systems (QRIS) in LA County to date. These partners are collectively referred to as the QRIS Architects and include: LAUP, Child Care Alliance of Los Angeles (CCALA), LA County Office of Child Care (LAC-OCC), and the Los Angeles County Office of Education (LACOE). Also included are Partnerships for Education, Articulation and Coordination through Higher Education (PEACH) and the Local Planning Council. While the major focus of the QRIS Architects will be to build the single QRIS system over the next two to three years, the Architects have collectively agreed that it is also important to maintain engagement of providers currently involved in QRIS activities. Providers served through CCALA's Steps to Excellence Program (STEP) and Gateways for Early Educators will no longer be engaged in QRIS after June 2016 due to the ending of the federal Race to the Top - Early Learning Challenge (RTT-ELC) grant and the end of the First 5 LA- funded ECE Workforce Consortium. This continuation of quality support services provided through the STEP and Gateways projects is critical to accomplishing the QRIS objectives established in the strategic plan. To this end, the Commission approved the use of a portion of the remaining funds from the ECE Workforce Consortium to be used to support this effort.

On January 14, 2016, the Board of Commissioners voted to allocate remaining funds (estimated at \$2.5-\$3 million) from the ECE Workforce Consortium to support activities that are aligned to the Strategic Plan ECE Outcome Area (Agenda Item: 4E). This program (estimated at \$600,000 per year over two years) is one of the activities supported by this Board action and will serve to provide quality improvement support to ECE sites rated under the LA County Office of Child Care’s federal Race to the Top Early - Learning Challenge (RTT-ELC) grant.

Spending Plan and Funding Methodology

On January 14, 2016, the Board of Commissioners voted to allocate remaining funds (estimated at \$2.5-\$3 million) from the ECE Workforce Consortium to support activities that are aligned to the Strategic Plan ECE Outcome Area (Agenda Item: 4E). This program (estimated at \$600,000 per year over two years) is one of the activities supported by this Board action and will serve to provide quality improvement support to ECE sites rated under the LA County Office of Child Care’s federal Race to the Top Early - Learning Challenge (RTT-ELC) grant.

Numbers were calculated based on the cost estimates of the current structure of the Gateways coaching model, with the assumption of coaching approximately 200 sites (the anticipated number of sites that have been rated under RTT-ELC and who will not be receiving coaching under the California State Preschool Program (CSPP) QRIS block grant) . Total approximate cost per site to maintain the Gateways coaching model is approximately \$3,000. \$3,000 x 200 sites = \$600,000 to maintain engagement of QRIS providers in FY 16-17.

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

Initiative		Investment Category	
ECE Strategy 2 - QRIS		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
QRIS Architects Group and Systems Planning	*	\$1,085,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

QRIS Systems Planning involves several different contracts being funded through First 5 CA IMPACT funds. IMPACT is a First 5 CA initiative to support a network of local quality rating and improvement systems (QRIS) to better coordinate, assess, and improve the quality of early learning settings. First 5 IMPACT is an innovative approach that forges partnerships between F5CA and counties to achieve the goal of helping children ages 0 to 5 and their families thrive by increasing the number of high-quality early learning settings, including supporting and engaging families in the early learning process.

Through F5CA's IMPACT Initiative, F5LA has convened the stakeholders who have implemented QRIS in LA County to date. These partners are collectively referred to as the QRIS Architects and include: LAUP, Child Care Alliance of Los Angeles (CCALA), LA County Office of Child Care (LAC-OCC), and the Los Angeles County Office of Education (LACOE). Also included are Partnerships for Education, Articulation and Coordination through Higher Education (PEACH) and the Local Planning Council. In Los Angeles County, our IMPACT funding will focus on building a single, cohesive QRIS system that serves the counties children in both center-based settings as well as licensed family child care homes. The effort is organized into four phases: Define, Learn, Test, and Scale. FY 16-17 represents the second year of IMPACT funding and will largely focus on reflecting upon LA County lessons learned around QRIS, as well as lessons that might be applied to Los Angeles from other states and localities implementing QRIS. The majority of FY 16-17 costs are related to the provision of facilitation services by a contractor, VIVA Strategy + Communication (VIVA). VIVA has extensive experience working on issues related to developing and implementing QRIS, fostering collaboration between different entities, and has previously worked with a number of F5 Commissions on issues related to QRIS. The primary activities of QRIS Systems Planning during FY 16-17 include VIVA’s contract to facilitate the QRIS Architects meetings, participation stipends for the QRIS Architects, and conducting a local validation study to see what results from a statewide QRIS validation study are applicable to Los Angeles County specifically.

Spending Plan and Funding Methodology

How the funds will be spent:
 VIVA Strategy + Communication - VIVA will assist with a number of tasks related to IMPACT, including project management, preparing materials for and facilitating monthly QRIS Architects meetings, developing MOUs between the QRIS Architects, developing a microsite to facilitate communication and coordination, and coordinating meetings with content experts.

QRIS Architects Participation Stipends - As part of this systems-building process, First 5 LA is offering a participation stipend to each Architect agency fully participating in the the systems-building process with the understanding that participants’ expertise and insight is valuable and necessary to create a unified QRIS vision and approach in for Los Angeles County. In the spirit of this shared ownership, the IMPACT systems building participation stipend is intended to honor the agency’s participation and expenses, not to offset the entire staff cost incurred. The participation stipend will support the consistent attendance and participation of two key leadership level staff from each Architect organization at meetings and learning opportunities.

Local Validation Study - The Los Angeles County IMPACT work will include a research project that will build upon data collected as part of the Race to the Top – Early Learning Challenge (RTT-ELC) QRIS statewide validation study conducted by American Institutes of Research. The study will include (1) the replication of the statewide validation analyses to see if findings are different with Los Angeles County’s population of providers and to explore alternative

Initiative	Investment Category
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ECE Strategy 2 - QRIS

2015-2020 Strategic Plan:
Focusing for the Future

ways of calculating QRIS ratings and (2) the collection of additional quality data (particularly in Family Child Care homes) to augment the data collected in the statewide study .

How funding level was determined:

Viva Strategy + Communications - \$433,000

The FY 16-17 costs are based on the budget from the executed contract with Viva Strategy + Communication (February 2016 – June 2018). The estimated budget is \$433,000 for FY 16-17, which includes 3,174 hours of staff time, travel costs, and supplies associated with facilitation of QRIS-related discussions among the LA County QRIS Architects.

Participation Stipends – \$346,000 (\$345,450)

In order to partially offset the costs associated with the time and effort commitment of the QRIS Architects, First 5 LA will provide participation stipends for each of the 7 entities at the QRIS Architects table. In FY 16-17, each QRIS Architect entity will receive a stipend of \$49,350. To calculate the stipend amount, the following assumption was used: 326 hours of staff time at a rate of \$150/hour, assuming two staff per entity. In addition, \$450 per agency is budgeted for mileage costs to travel to and from the required meetings as part of the stipend.

Local QRIS Validation Study - \$250,000

The budget for this study is based on a high level estimate from American Institutes for Research (AIR), the contractor who conducted the statewide QRIS validation study. The proposal includes costs for analyzing existing data (\$65,000) as well as costs for collecting additional data from a broader range of quality sites and from additional Family Child Care Homes (\$447,000) for a total 12 month estimate of \$512,000. We do not anticipate beginning the study until halfway through the fiscal year, so the FY 16-17 budget is for approximately half the full amount.

Travel - \$56,000 (\$55,350)

Travel costs were estimated with an assumption of 4 in-state trips per Architect agency, with one staff member from each of the 7 agencies attending each trip and 2 F5LA staff attending each trip. The total cost estimate, including travel, lodging, and per diem per staff member per in-state trip was \$675 (travel costs of \$300, one night of lodging at \$225 per night, and per diem of \$150 per person per trip). This totals \$2,700 per person (\$675/in state trip * 4 trips * 9 individuals) per year or \$24,300 total for in state travel. We also assumed 3 out-of-state trips for the same number of people. The total cost estimate, including travel, lodging, and per diem per staff member per out of state trip was \$1,150 (travel costs of \$550, two nights of lodging at \$225 per night, and per diem of \$150 per person per trip). This totals \$3,450 per year per person (\$1,150/out of state trip * 3 trips * 9 individuals), or \$31,050 total for out of state travel.

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

FY 15-16 was focused primarily on establishing the QRIS Architects group and developing a countywide vision. FY 16-17 represents a full program year and moves IMPACT into the “learn” phase during which the Architects will go on learning journeys and meet more often.

Initiative		Investment Category	
ECE Strategy 2 - QRIS		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
QRIS Continuous Site Engagement (LAUP)	*	\$16,868,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

In November 2015, the First 5 LA Board of Commissioners approved LAUP to access an estimated \$50.5M in remaining funds following the end of LAUP's Master Agreement. A significant portion of the fund balance will be allocated to implement F5CA’s Improve and Maximize Programs so All Children Thrive (IMPACT).

IMPACT is a First 5 CA initiative to support a network of local quality improvement systems to better coordinate, assess, and improve the quality of early learning settings. First 5 IMPACT is an innovative approach that forges partnerships between F5CA and counties to achieve the goal of helping children ages 0 to 5 and their families thrive by increasing the number of high-quality early learning settings, including supporting and engaging families in the early learning process. Through this contract, the bulk of LAUP's new activities will focus on providing early childhood sites with quality improvement services, including coaching and training, technical assistance and ratings. To further advance our organizations' respective strategic plans, LAUP will also engage in policy and advocacy activities to promote long-term, sustainable investments in high quality early learning activities as well as undertake activities related to the development of a highly qualified early care and education (ECE) workforce.

Spending Plan and Funding Methodology

Following the end of LAUP's Master Agreement on June 30, 2016, an estimated \$50.5 million will remain in the fund balance. In FY 16-17, LAUP estimates spending approximately \$16.87 million of those remaining funds. The first year of the new contract will focus on the provision of QRIS supports and ratings to 239 sites, representing 51% of the required number of sites through the IMPACT grant (remaining sites will be served through CSPP QRIS Block Grant), activities relating to advancing a high quality early care and education policy and advocacy agenda, and developing a highly qualified early care and education workforce.

These estimates include (all dollar amounts were rounded):

Personnel Costs

LAUP proposes funding approximately 91.67 FTEs with the remainder of the fund balance. These positions include senior cabinet positions, as well as communications and marketing positions, research and evaluation positions, financial positions, and coaching positions.

Fringe Benefits

Fringe benefits are calculated at 35% of the personnel costs, including 8.98% for FICA/SUI, Health Insurance at 13% , Retirement benefits at 3%, Insurance and workers' compensation at 6.73%, and PTO at 3.29%.

Supplies

General office supplies are estimated at \$151,005 for FY 16-17.

Travel and Meeting:

These costs are estimated at \$281,465 for provider trainings, \$23,665 in conference fees, \$84,415 in community event expenses (policy and advocacy), \$180,660 in travel expenses, \$6,015 in parking costs, and \$161,783 for mileage for all field staff, including coaches, family engagement specialists, program leadership consultants, and community engagement staff.

Equipment:

Initiative	Investment Category
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ECE Strategy 2 - QRIS

2015-2020 Strategic Plan:
Focusing for the Future

These cost estimates include \$147,105 in IT equipment and \$4,500 in communications equipment

Contractual:

Contractual costs include fees for Quality Service Specialists, Program Support consultants, Provider Operations consultants, database consultants, and IT fees at \$840,087

Lobbyist:

Estimated at \$75,000 to hire a CA lobbyist specializing in ECE

Incentives/Stipends:

These costs include \$478,000 (239 x \$2,000) in stipends for participating sites' professional development, \$1,070,640 (178.44 x \$6,000) for Tier 4 Block Grants, \$475,840 (59.48 x \$8,000) for Tier 5 Block Grants, and \$575,000 (575 x \$1,000) in workforce stipends

Operating Expenses:

These costs include rent at \$705,405; building parking at \$240,300; maintenance at \$39,971; advertising and promotions at \$159,750; Dues and subscriptions (including media tracking) at \$55,290; Printing and Copying at \$181,463; Meeting expenses at \$26,040; Staff Development at \$78,750; Electricity at \$6,480; Storage at \$24,480; Liability Insurance at \$78,714; IT telephone at \$5,805; Printing/Copying Lease at \$23,310; Software and licenses at \$133,216; Payroll Processing Fees at \$13,750; Services and Maintenance at \$334,270; and Postage & Shipping at \$55,998.

Indirect Costs:

\$1,200,088 derived from 10% of modified direct total cost.

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

Initiative		Investment Category	
ECE Strategy 2 - QRIS		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Shared Services Support	**	\$350,000	0.00%

Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

First 5 LA will continue to support the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County. FY 16-17 will be the third year that First 5 LA has supported the education and training of the LA ECE provider community on the Shared Services approach, and leverages investments in Shared Services by other First 5 Commissions and funders nationwide.

Since 2014, First 5 LA has funded Opportunities Exchange (OpEx) to provide educational information sessions to the ECE community in LA County about the Shared Services approach and customized TA to those providers interested in further exploring the application of Shared Services. Shared Services is a capacity building strategy that aims to strengthen and sustain the system of ECE providers serving low-income families and improve program quality. Shared Services is a framework for “doing business” in a different way—specifically focused on leveraging resources, collaboration and consolidation—to maximize outcomes.

In FY 15-16, First 5 LA funded OpEx to engage local ECE providers in the planning and development of feasible Shared Services opportunities as well as provide TA to strengthen the capacity of ECE providers to position themselves as successful candidates for additional grant funding for Shared Services. First 5 LA staff also worked with OpEx to identify additional entry points for Shared Services in LA County, such as a website to facilitate sharing of information and resources across the ECE sector.

In addition to continuing support to OpEx in FY 16-17, First 5 LA will also fund the customization of the ECE Shared Resources California website to benefit LA County. The website offers users free access to vetted resources for ECE providers to promote efficiencies and improve program quality, such as staff and parent handbooks and policies, templates and lesson plans, links to joint purchasing and discounted program materials. The Shared Services web-platform already exists nationally and the CA version is currently only available to providers in San Francisco. First 5 LA funds will enable the customization of ECE Shared Resources California for LA County and provide up to 2,000 ECE providers in LA County with free access to the site.

Spending Plan and Funding Methodology

ALLIANCE/HUB FORMATION

\$200,000 is budgeted to fund Opportunities Exchange's (OpEx) ongoing support for Shared Services Alliance/Hub Development. This budget is based on previous FY 15-16 costs for OpEx to host intensive orientations for executive directors and board members (approximately 50 organizations), perform readiness assessments, and provide training and technical assistance to ECE providers interested in exploring and/or applying the Shared Services framework. The FY 16-17 budget and scope will be developed to reflect explicit alignment of Shared Services efforts with First 5 LA's QRIS Strategies. OpEx will also capture ECE provider needs to inform the launch of a web-based platform for shared resources.

WEBSITE

Shared Services budget also includes \$150,000 to customize, launch, host and maintain a web-based platform for shared resources. First 5 LA's investment will contribute to the shared costs associated with hosting, managing and maintaining the existing California Shared Resources for ECE site, as well costs to support LA specific content, and local marketing efforts to promote usage of the site by a diversity of LA County providers, including individuals in both direct service and administrative capacities. Budget estimates are based on actual costs in San Francisco and nationally to implement similar strategies to launch and manage a website. 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.

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

The projected breakdown of First 5 LA funding includes: 25% of total budget for personnel to oversee the development and management of the website, including the ongoing development of new customized content for LA County; 65% for one-time customization of the site for LA County, annual user subscription fee for up to 2000 users, and technology consultant; 1% for printing outreach and training materials; 4% for office space and phone; 5% indirect. Final budget pending negotiations and confirmation of additional funding commitments.

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

Funding of \$350K is consistent with prior year. Funds were previously listed under Resource Mobilization-Organizational Capacity-Organizational Capacity Building.

Funds for Shared Services website were budgeted but not expended in FY 15-16 as the timeline for the website launch was shifted to July 1, 2016 (FY 16-17).

Initiative		Investment Category	
ECE Strategy 3 - Professional Development		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Early Childhood Education Credential Advocacy Project	*	\$558,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

The Early Childhood Education (ECE) Credential Advocacy Project will increase access to quality early care and education by strengthening the preparation and professional development system for early childhood educators. The project will support the development, modification and adoption of the Child Development Permit Matrix, a tool that defines California’s six levels of Child Development Permits and the issuance requirements of each level, and the ECE teaching credential, a professional credential for teachers who work with children in 0-8 years old. The work will be led by Partnerships for Education, Articulation and Coordination through Higher Education (PEACH), a collaborative of early childhood education/child development faculty from over 20 colleges and universities. Through this project, PEACH will continue the advocacy work that is underway for the development and approval of a California ECE teaching credential. During the first year of this four year project, PEACH will create an advocacy plan to support the adoption of an ECE Credential, attend California Commission on Teacher Credentialing meetings, convene Los Angeles County colleges and universities to advocate for ECE Credential and connect with advocacy groups to plan strategies around ECE workforce development.

Spending Plan and Funding Methodology

The FY 16-17 budget for the Early Childhood Education (ECE) Credential Advocacy Project is \$558,000. FY 16-17 represents a new strategic partnership for PEACH as a part of the ECE Outcome area. The budget below was based on a prior PEACH subcontract as a part of the ECE Workforce Consortium. The following activities were taken into account when developing the FY 16-17 budget:

- a) \$471,300 – Contracted services to coordinate PEACH collaborative and stipends for ECE faculty from colleges and universities. This includes \$105,300 for the PEACH Consultant to lead the day-to-day work, \$86,000 for the PEACH Coordinator to manage logistics (collaborative meetings, conference calls, travel, etc.) and \$280,000 for 20 ECE faculty stipends @ \$14,000 each.
- b) \$34,000 – Mileage and travel for PEACH representatives to attend local, state and national meetings (i.e. CTC meetings, ECE Advisory Panel, meetings with advocacy groups to plan strategies)
- c) \$19,500 – Trainings and meetings including convening Los Angeles County colleges, universities and other ECE stakeholders to advocate for ECE Credential. This amount would cover 10 meetings at \$950 per meeting, 2 stakeholders convenings at \$2,000 per meeting and 2 advocacy trainings at \$3,000 per training.
- d) \$33,200 – Other costs including equipment, printing/copying, telephone, postage, supplies, evaluation and an administrative fee to their fiscal agent

ASSUMPTIONS:

- a) Based on the lowest projected amount of funds remaining from the ECE Workforce Consortium
- b) At least 20 community colleges and universities would like to participate in the project
- c) Project will build on the work of PEACH
- d) Strategic partnership will launch in July 2016

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

Initiative		Investment Category	
ECE Strategy 3 - Professional Development		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Early Childhood Educator Competencies Curriculum Project	*	\$170,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

The Early Childhood Educator (ECE) Competencies Curriculum will increase access to quality early care and education by strengthening the preparation and professional development system for early care and education providers. The project will provide resources and support to integrate and align professional development provided outside the formal education system (e.g., noncredit bearing professional development) with state Early Childhood Educator Competencies (ECECs). The Early Childhood Educator Competencies reflect the professional knowledge, skills, and dispositions that early educators need to provide high quality care and education for young children. During the first year of developing the ECE Competencies Curriculum, key activities will include convening of stakeholders, securing a managing agency to lead the work, establishing a Curriculum Advisory Group and beginning curriculum design.

Spending Plan and Funding Methodology

The FY 16-17 budget for the Early Childhood Educator (ECE) Competencies Curriculum is \$170,000. FY 16-17 represents the first year of a new four year project that is a part of the ECE Outcome area. The budget below is drawn from First 5 LA staff's experience and knowledge working on similar projects. The following activities were taken into account when developing the FY 16-17 budget:

- a) \$1,000 – Hold at least 2 ECE Competencies Stakeholder Meetings at \$500 each. This cost may cover materials, food, space, etc.
- b) \$1,000 – Convene Advisory Committee to guide the work of the project at least 1 times at \$1000 each. This cost may cover materials, food, space, parking, etc.
- c) \$55,000 – 3 months funding for convener/managing agency including (Director, Project Lead, Support Staff), space, telephone, postage, supplies, staff travel, training and indirect costs.
- d) \$90,000 – This amount is for both a Planning Consultant and a Curriculum Consultant. The Planning Consultant will lead stakeholder meetings and support First 5 LA staff in refining project plan. The Planning Consultant will support project for approximately 400 hours at \$150.00 an hour. The Curriculum Consultant will support research and curriculum development once the convening/managing agency is secured in April 2017. The Curriculum Consultant will support the project for approximately 200 hours at \$150.00 an hour.
- e) \$23,000– Contingency for other costs that may arise with the development and launch of the project.

ASSUMPTIONS:

- a) Managing agency will be secured by April 2017

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

Initiative	Investment Category
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ECE Strategy 3 - Professional Development	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
ECE Workforce Registry	\$581,000	\$627,000	7.91%

Program Summary

The ECE Workforce Registry is a strategy within the ECE outcome area of the 2015-2020 Strategic Plan aimed at strengthening the professional development system for ECE providers. This project will continue to fund the Child Care Alliance of Los Angeles (CCALA) to operate the Early Care and Education (ECE) Workforce Registry in LA County. 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 increase efficiency, minimized administrative duplication and 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 16-17 budget will increase from the previous year in order to support an additional staff person (such as Registry Director/Manager) to assist with Registry operations. The following costs are expected for FY 16-17:

- Labor costs: It is estimated that the project will require 10,375 hours of contractor labor in FY 16-17 at approximately \$51/hr. Cost estimates for this category are based on spending in previous fiscal years. Total = \$529,000.
- Direct costs: CCALA will incur direct costs including travel and database development and refinement. 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. The total for all direct costs is approximately \$98,000. Cost estimates for this category are based on spending in previous fiscal years.

Change from Prior Year (if >+20%)

Initiative		Investment Category	
ECE Strategy 3 - Professional Development		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Higher Education Peer Learning Project	*	\$181,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

The Higher Education Peer Learning Project (HE-PLP) will increase access to quality early care and education by strengthening the preparation and professional development system for early care and education providers. The project will provide resources and support to integrate and align professional development provided through the formal education system (e.g., credit-bearing courses in a postsecondary institution that could lead to a degree) with state Early Childhood Educator Competencies (ECECs). The Early Childhood Educator Competencies reflect the professional knowledge, skills, and dispositions that early educators need to provide high quality care and education for young children. During the Higher Education Peer Learning Projects’ first year (FY 16-17), stakeholder meetings will be convened, a convener/managing agency will be secured, partnership agreements will be secured with at least 20 community colleges and universities, and a peer learning community will be established.

Spending Plan and Funding Methodology

The FY 16-17 budget for the Higher Education Peer Learning Project is \$181,000. FY 16-17 represents the first year of a new four year project that is a part of the ECE Outcome area. The budget below is based on First 5 LA staff’s experience and knowledge working on similar projects. The following activities were taken into account when developing the FY 16-17 budget:

- a) \$1,000 - Hold 2 ECE Competencies Stakeholder Meetings at \$500 each. This cost may cover materials, food, space, etc.
- b) \$3,000 – 1 Professional Learning Community (PLC) meetings convened with 20 – 30 college and university faculty at \$3,000 per meeting. These meetings may include training, research and best practices. This cost may cover materials, food, space, parking etc.
- c) \$60,000 - Consultant to help lead stakeholder meetings and refine project plan. Consultant will support project for approximately 400 hours at \$150.00 an hour.
- d) \$57,500- Support for 20 institutions of higher education to participate in project. Since the project launches in April, only 3 months of stipends are projected for the first year. Annual stipends for 20 college faculty are estimated at \$7,500 each ($\$7,500 \times 20 = \$150,000$) and stipends for 20 college administrative staff are estimated at \$4,000 per stipend ($\$4,000 \times 20 = \$80,000$)
- e) \$45,000 - 3 months funding for convener/managing agency including (Director, Project Lead, Support Staff), space, telephone, postage, supplies, staff travel and indirect costs
- f) \$14,500 - Contingency for other costs that may arise as a part of the project development and launch.

ASSUMPTIONS:

- a) 20 community colleges and universities would like to participate in the project
- b) Project will build on the work of Partnerships for Education, Articulation and Coordination through Higher Education (PEACH)
- c) Project convener/managing agency will be secured by April 2017

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

Initiative	Investment Category
ECE Strategy 3 - Professional Development	2015-2020 Strategic Plan: Focusing for the Future

Initiative		Investment Category	
Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Developmental Screening/Help Me Grow	*	\$1,236,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

First 5 LA focuses on strengthening how health-related systems connect, coordinate, and assist families in receiving early intervention services needed for their child’s healthy development. Specifically, First 5 LA works to improve how systems work together to provide timely screening, effective care coordination, and appropriate referrals so that more young children at risk of developmental delays have access to the care they need to thrive. Help Me Grow (HMG) is a national framework intended to improve the early detection of developmental delays and connect children to appropriate services as early as possible. HMG has been adopted in 25 states, including California. First 5 LA adopted the Help Me Grow framework in order to achieve health-related systems change outcomes as outlined in the 2015-2020 Strategic Plan. Help Me Grow is a framework that includes the adoption of four core components, including:

- 1) Child Health Provider Outreach: Efforts to strategically engage, outreach and train child healthcare providers to support early detection of developmental delays and the receipt of early intervention/care coordination
- 2) Community and Family Outreach: Efforts to strategically outreach to service/educational providers, social service agencies and community-based agencies to promote use of HMG and to provide networking opportunities among families and service providers
- 3) Data Collection and Analysis: Intentional and foundational efforts to undertake data collection and research to understand all aspects of the HMG system including the identification of gaps and barriers
- 4) Centralized Access Point: Established access platform(s) and county infrastructure (e.g. web-based, telephone, in-person, smartphone apps, chat/text, etc.) for facilitating care coordination and connection to services

FY 16-17 will be primarily an infrastructure building year, in which a core leadership team and workgroups will provide input and expertise to develop criteria related to the four core components described above. It is anticipated that RFPs and strategic partnerships will be developed in FY 16-17 related to these four core components, with funding to be awarded starting in FY 17-18.

Spending Plan and Funding Methodology

The HMG-LA budget was based on budgets from current HMG affiliates Orange County and Alameda County. HMG Orange County has been in existence since 2005 and HMG Alameda came on board in 2008. Those firmly established budgets were used to develop the 5-year HMG-LA budget projections. As both counties have much smaller populations, the budget projections were taken to scale based on LA County’s population of 650,000 children ages 0-5.

FY 16-17 estimates are based on a 5-year spending projection. Year 1 (FY 15-16) is primarily focused on learning, partnership building, data gathering, and coordinating needed resources. The Steering Committee will meet monthly throughout FY 16-17 and the Workgroups will meet monthly for a period of 4-6 months. Year 2 involves the establishment of HMG-LA Organizing Entity and the development of consulting contracts for technical assistance around the HMG Core Components. Year 2 (FY 16-17) will be focused on building and maintaining the HMG LA Steering Committee and Workgroups around the following 4 HMG Core Components identified in the narrative.

FY 16-17 will be primarily an infrastructure-building year for HMG-LA, in which a core leadership team and workgroups will provide input and expertise to develop criteria related to the four core components described in the narrative. It is anticipated that RFPs and strategic partnerships will be developed in FY 16-17 related to these four core components, with funding to be awarded starting in FY 17-18. The following resources are required in FY 16-17

Initiative	Investment Category
<p>Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services to support building the appropriate infrastructure needed for HMG-LA:</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
<ol style="list-style-type: none"> 1. Consulting Expertise \$150,000 Consulting firm/expertise will be procured either via the First 5 LA consulting pool or via an open solicitation. Consulting firm/expertise will support HMG-LA with meeting coordination, facilitation, content development, internal communications and logistical support as needed. The consultant firm/expertise will also gather key information systematically to inform the development of solicitations/strategic partnerships related to the four core components (child health provider outreach, centralized access point [including telephonic, web-based and social media platforms], data collection/analysis, and community/family outreach components) to be developed in FY 16-17, with the goal of awarding initial funding for early phase work in FY 17-18. It is possible the consulting firm/expertise may be tasked with solicitation writing, if they have that expertise (if not, a separate consultant may need to be identified, #6 below). Contract is anticipated to begin June or July 2016 through June 30, 2017. 2. General meeting support for up to 36 meetings \$30,000 Meeting support includes venue, catering, translation, parking etc. 3. Speakers/consultants travel/honoraria \$20,000 Identified costs are associated with 36 steering committee/workgroup meetings. 4. Consulting Contract ECE Technical Assistance/W. Hayslip \$24,900 (\$150/hr for 166 hours over the life of contract) Contract Term Feb. 2016-June 30, 2017. To determine consultant fee, staff conducted a cost analysis to ensure that the rate is reasonable. Consultant rate falls within the maximum composite hourly range for Education at \$112-150/hour as established by the First 5 LA Consultant Fee Schedule. 5. Consulting Contract Regional Center Technical Assistance /T. Delgadillo \$24,900 (\$150/hr for 166 hours over the life of contract) Contract Term April 2016-June 30, 2017. To determine consultant fee, staff conducted a cost analysis to ensure that the rate is reasonable. Consultant rate falls within the maximum composite hourly range for Education at \$112-150/hour as established by the First 5 LA Consultant Fee Schedule. 6. Additional consulting contracts around other core components and/or consulting pool services as needed \$147,300 Services may include facilitation, solicitation writing, technical assistance, communications support. 7. Communications and Marketing Materials (print, web-based etc.) \$10,000 8. Technology development/usage \$10,000 9. HMG-LA Organizing Entity \$469,000 Upon Board approval (approx. Jan 2017), this entity will serve as the administrative hub for HMG-LA. Based on other HMG budgets, major expenses related to the Organizing Entity include Salaries and Benefits for the following positions ranging from .50 to 1FTE(approximately 7 positions): Program Director/Manager, Communications Director/Manager, Data/Research Analyst, Finance/Accounting staff, Website Designer, Administrative Support, Training and TA Lead. Additional costs include space rental, communications materials, etc. Organizing Entity is anticipated to be contracted by January or February of 2017. 10. Evaluation and Quality Improvement \$100,000 Evaluation may include gap analysis, scans, development of evaluation plan etc. 11. Emerging Opportunities - \$250,000 It is anticipated that there are opportunities that may emerge throughout the year that are time-sensitive and aligned with our desired goals and outcomes. In these cases, staff may recommend funding these opportunities prior to a formal solicitation process that emerges through HMG-LA. One example of this is a potential opportunity to work with the American Academy of Pediatrics (AAP) Chapter 2 on raising member physicians' awareness (through AAP meetings and conferences) of the HMG framework, and its relevance to their clinical work with children 0-5. This would ensure early engagement of AAP physicians in HMG-LA. 	

Initiative	Investment Category
Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+-20%)	

Initiative		Investment Category	
Health Strategy 2 - Trauma-Informed Care		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Trauma-Informed Care	*	\$1,297,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

In FY 16-17, First 5 LA will bring together County departments, foundations and key stakeholders on an ongoing basis as part of a Trauma-Informed Care Working Group to develop a county-wide trauma-informed care action plan using the Collective Impact Framework for Los Angeles County. As part of the working group, there will be a jointly funded environmental scan to answer key questions around trauma and ti-care to inform the county-wide action plan. First 5 LA, in partnership with three other funders (The California Endowment, California Community Foundation, Parsons Foundation), will contribute funds into a pooled fund that will be housed through a third-party fiscal intermediary. These funds will cover the costs associated with the working group, environmental scan, and other related costs. In addition to the environmental scan and action plan, First 5 LA will explore internal and external emerging opportunities that may arise during the FY 16-17 fiscal year that align with our strategy and goals.

Spending Plan and Funding Methodology

The Los Angeles County Trauma-Informed care Systems change efforts is building on the Center for Youth Wellness' Statewide Working Group's efforts that took place over the course of January to November 2015. The Los Angeles County effort will model the same approach of collective impact to support the design an action plan for the County. The budget estimates reflect similar costs for line items from the statewide effort. F5LA, in partnership with three other funders (the California Endowment, California Community Foundation and Parsons Foundation), have committed to contributing to a pooled fund at a third-party fiscal intermediary to help catalyze the countywide effort. These pooled funds will cover costs associated with supporting the initial phase work of the effort, including support for the facilitation of a trauma-informed care working group, the environmental scan and the development of an action plan (#1-3 below).

1) Trauma-Informed Care Working Group: \$102,000
 One facilitator and one support staff will be contracted to plan, facilitate and follow-up on deliverables for a series of monthly working group meetings. The item also includes the cost of holding meetings, including travel costs for speakers, meeting materials, and other meeting related costs.
 Facilitator: \$150/hr x 25 hrs/mtg x 12 mtgs/yea r= \$45,000
 Support staff: \$45/hr x 25 hrs/mtg x 12 mtgs/year = \$13,500
 Other costs (meeting materials, venue, catering, travel reimbursement, expert speakers, etc) = \$43,500

2) Environmental Scan: \$372,000
 A consultant will be contracted to conduct a scan of the literature, conduct key informant interviews with experts and partners, work with data related to TI-Care, and draft a report of findings to inform the development of the action plan. The budget for this deliverable was estimated based on previous budgets for environmental scans of similar scope conducted in the Research and Evaluation Department.

3) Action Plan: \$96,000
 The facilitator of the TI-Care Working Group will work to develop an action plan using information from the environmental scan and input from the working group meetings that will inform the work moving forward in LA County. The budget for this item was based on budgets for similar products developed through coalition building efforts.

4) Emerging Opportunities: \$700,000
 There are two strands of emerging opportunities First 5 LA staff will monitor in FY 16-17. The first is the external emerging opportunities (estimated at \$500,000) that may arise throughout the fiscal year with other funders or

Initiative	Investment Category
<p>Health Strategy 2 - Trauma-Informed Care</p> <p>systems that will be time sensitive opportunities to help support efforts that help us move toward achieving our desired outcomes (ie. leveraging current countywide efforts related to homelessness). The other is the internal emerging opportunities (estimated at \$200,000 based on prior year experience) that may arise as we explore points of alignment with other work happening within the agency.</p> <p>5) Third-party intermediary fees: \$27,000</p> <p>A key component of this strategy is around partnership building. It is anticipated that a pooled fund will be established at a third-party fiscal intermediary in FY 15-16, with funds from First 5 LA, Parsons Foundation, The California Endowment and The California Community Foundation. Fees are estimated at 12% of total revenue + support fees. Total of fees split between four funders is approx. \$27,000 (First 5 LA's portion).</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
<p>Change from Prior Year (if >+-20%)</p>	

INVESTMENT CATEGORY:

*2015-2020 Strategic Plan:
Focusing for the Future*

Strategic Plan Investment Areas & Support Costs

Initiative	Investment Category
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Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Federal Policy and Sustainability Advocate	\$127,000	\$127,000	0.00%

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.

First 5 LA's current federal advocate contract ends at the end of FY 15-16, but staff expects to enter into a new contract with a federal advocate by the start of FY 16-17.

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 has historically estimated a cost of \$10,000 per month. This covers the contractor 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 contractor continues 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 2-4 trips between DC and LA/Sacramento/San Francisco for up to 2 individuals per trip.

First 5 LA will be re-selecting a federal contractor at the beginning of FY 16-17, and assumes the contract amounts will stay constant. Any changes to the final scope of work and cost will be reflected in the mid-year budget adjustment.

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

Initiative		Investment Category	
Policy Agenda/Advocacy		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
State Policy and Sustainability Advocate	\$440,000	\$440,000	0.00%

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

First 5 LA's current state sustainability advocate is California Strategies (CalStrat), a Sacramento-based strategy and advocacy firm with offices throughout the state, including Los Angeles. The main cost component is personnel. Travel is also a key cost for contractors that often have to travel to meetings and hearings in Sacramento and to LA to attend and present at First 5 LA Commission meetings and other key meetings.

The monthly retainer for FY 16-17 is based on \$26,000 per month, which is the same rate utilized in FY 15-16. Staff recommends budgeting the same amount for travel - \$8,000 per year, which covers travel from Sacramento to Los Angeles for in-person staff and Board meetings, as well as mileage costs for regional travel within Los Angeles and from Sacramento to the San Francisco Bay Area. Staff negotiates the contractor's monthly rate based on the amount of time the consultant team has spent working on average per month. The contractors continue to track hours spent, in case First 5 LA needs to renegotiate the rate or add funds for additional work requested, beyond the reasonably expected fluctuation in hours between months.

California Strategies leads mission-critical initiatives related to the strategic plan, including: developing and implementing First 5 LA's legislative agenda; monitoring the state's policy and political landscape; coordinating and supporting key state and local policy coalitions including the State ECE Budget Coalition, the State Home Visiting Coalition, and the Local Control Funding Formula Coalition; representing First 5 LA at key meetings including legislative hearings, meetings with key government officials, and priority coalitions including the Los Angeles Preschool Advocacy Initiative; planning advocacy events like the First 5 Association Advocacy Day and ACCESS Sacramento events; and providing strategy advice and technical assistance to policy and program staff.

In addition, through the contract with CalStrat, First 5 LA supports the engagement of a Title 19 (Medi-Cal) expert for work on sustainability issues for several major health investments including developmental screening and home visiting; this subcontract is currently with Health Management Associates (HMA). Policy and program staff work with this team to identify potential funding opportunities with the state and federal government to leverage potential grant and funding related to the issue areas identified previously. Staff recommends maintaining this contract amount at \$120,000 for the fiscal year. Funding for this item was included in the FY 15-16 budget, and is envisioned to continue through implementation of the 2015-2020 Strategic Plan, as needed, to inform and advise strategies to leverage Medi-Cal funding for health and family strengthening investments. Future budgets may incorporate this work through separate line items within the Health and/or Families outcome areas as needs evolve.

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

Initiative		Investment Category	
Policy Agenda/Advocacy		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Strategic Plan Advocacy Strategies	\$2,055,000	\$1,875,000	-8.75%

Program Summary

First 5 LA invests 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. Among other activities, work in this area includes policy technical assistance to support the HV and ECE coalitions in Sacramento, the LA County Early Childhood Education Local Control Funding Formula Coalition, the LA County Home Visiting Consortium, and various state and local policy coalitions; support for First 5 LA staff and grantees to adopt policy and systems change approaches in their work; and research, briefs, and surveys to inform public policy and advocacy strategies.

Spending Plan and Funding Methodology

The proposed FY 16-17 budget includes costs related to the following activities:

(1) Early Care and Education (ECE) and Home Visiting (HV) State Technical Assistance (TA) (\$350,000) - Resources will support TA on ECE and HV policy issues, the facilitation of two state level coalitions, technical assistance and participation in the LA County Local Control Funding Formula Coalition efforts and developing materials associated with those coalitions. First 5 LA currently has a contract with Children Now to perform these activities, which expires in 2020.

(2) LA County Home Visiting Consortium (\$75,000) - \$25,000 will support continued facilitation for the Consortium, which is currently provided by Gina Airey Consulting with additional funding from the LA Partnership for Early Childhood Investment. 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. An additional \$50,000 is budgeted to respond to specific, time-limited needs identified by the Consortium. For example, in FY 15-16 additional funding supported the development of a new strategic plan for the Consortium. The Policy Department assumes additional opportunities will emerge in FY 16-17 to connect the work of the LA Consortium to state and federal home visiting coalitions, and to partner with the County Department of Public Health. Funding for this item in FY 15-16 was \$45,000 to cover facilitation and a Consortium retreat.

(3) Emerging Strategic Plan Focused Public Policy Opportunities (\$1,450,000) - Resources will support targeted opportunities to explore potential partners, scan/survey potential public policy opportunities, support time-sensitive advocacy activities, and advance public policy and advocacy goals related to the 2015-2020 Strategic Plan. This funding will enable staff to support the thinking and learning related to policy, advocacy, and systems change work integral to strategic plan implementation across the organization, acknowledging that First 5 LA will identify new areas requiring exploration, development, and support as new programs and initiatives are implemented and the external public policy environment shifts. All funding will support work which will advance First 5 LA's strategic plan goals. Examples of activities funded in the current year related to this item include: the organization-wide policy and systems change training; technical assistance to project staff on policy and systems change strategies; and First 5 Association policy activities including the development of white papers, a policy agenda, and coordinated advocacy days.

The estimated breakdown of funding for these emerging strategic plan opportunities include:

First 5 Association policy and advocacy activities (\$200,000) - in FY 15-16 the Policy Department contributed \$135,000 to Association activities which advanced First 5 LA policy goals. Planned activities in FY 16-17 include facilitating of statewide meetings on ECE, developmental screening, and home visiting; producing briefs and white papers outlining First 5 statewide policy priorities and proposals; hosting hearings and policy events in Sacramento which represent First 5 policy positions; engaging in efforts to sustain First 5 investments and identify alternative revenue sources. Staff expects these statewide activities to increase in FY 16-17 given increased state interest in early childhood health and learning issues. First 5 LA has worked closely with Association staff to align the Association policy and legislative agendas align with First 5 LA's policy and legislative priorities, as possible and appropriate.

LA County policy research, advocacy planning, mapping and landscape analyses (\$750,000) - in order to effectively influence county and statewide resource allocation, assess advocacy priorities, and build effective partnerships with

Initiative	Investment Category
<p>Policy Agenda/Advocacy</p> <p>key advocacy organizations, First 5 LA will need to conduct polls, assess the political landscape, map interests and opportunities, track funding for children's services, and research emerging opportunities, among other policy-focused research and reporting. The exact cost of each activity varies greatly depending on the scope of the project. For example, initial estimates for a county-wide political asset map are up to \$400,000, the ECE landscape analysis conducted by the Advancement Project paid for by First 5 LA in FY 14-15 cost approximately \$600,000, opinion research and polling can cost up to \$100,000 per project, and project coordinators and consultants can cost up to \$250,000 per year. Based on these cost ranges, this budget would allow First 5 LA to partner with others to conduct at least one large-scale opinion research project, one comprehensive political landscape analysis, one research project with associated briefings, and pay for project coordination as needed. First 5 LA is in the early stages of conversations with important county ECE and health partners about what foundational activities will be needed to help advance First 5 priorities, in particular identifying alternative sources of revenue to pay for priority services.</p> <p>Development, TA, and Training (\$300,000) - in FY 15-16 the policy department contracted with Barbara Masters Consulting for nearly \$60,000 to provide policy and systems change 101 and 201 training to all staff, and targeted technical assistance related to the strategic plan through the end of the fiscal year. In FY 16-17, staff estimates the need for additional policy and systems change related training and TA will accelerate, especially in the context of our place-based initiatives and the Best Start Communities department, and our evolving work within the strategic plan outcome areas.</p> <p>Policymaker Education and Policy Events (\$200,000) - First 5 LA has historically supported a number of events and activities which highlight important early childhood policy issues, educate decision-makers on early childhood priorities, and influence policy and systems change. These include annual First 5 advocacy trips to DC and Sacramento, hosting elected official staff policy events at First 5 LA, hosting events highlighting First 5 LA investments like Welcome Baby hospital tours, and supporting events hosted by key partners like the Parent Voices advocacy day, the California Home Visiting Summit and advocacy day, and welcome receptions for key policymakers including the new LAUSD Superintendent Michelle King and the new California Assembly Speaker Anthony Rendon. The cost for each event varies depending on size and scope, ranging from \$5,000 to \$25,000. Assuming a contribution of \$10,000 per event overall, this budget would allow First 5 LA to host and support up to 20 events in FY 16-17.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
<p>Change from Prior Year (if >+-20%)</p>	

Initiative		Investment Category	
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Communications & Marketing	\$4,672,000	\$5,345,000	14.40%

Program Summary

Communications is recognized as one of six Board-identified and approved investment strategies to advance the outcome areas of First 5 LA's 2015-2020 Strategic Plan.

During FY 16-17, the Communications and Marketing Department will develop and implement strategic communications and marketing plans that build First 5 LA's brand, engage decision makers, elevate awareness and create urgency, and support internal communications to help advance the Strategic Plan's outcome and priority focus areas.

The proposed budget request includes funds for communications and marketing support for First 5 LA's programs, efforts and initiatives. This includes internal communications support, building the communications capacity of First 5 LA grantees, paid media advertising for First 5 LA public awareness programs, strategic partnerships to engage decision makers on early care and education and health care delivery systems, research and development of marketing outreach strategies for the Welcome Baby program, and sponsorships and collateral materials to elevate awareness of First 5 LA's brand.

Funding for strategic communications and marketing specific to the Best Start effort can be found in the "Communities Strategy 1" area of the budget. This includes funding for strategic communications and marketing support specific to the Best Start effort (\$650,000) and the communications capacity building and community-specific marketing for Best Start Community Partnerships (\$1,070,000).

Funding for the support of internal communications, grantee communications capacity building and collateral production within the Communications and Marketing Department budget is separate and distinct from the Best Start effort's funding of these categories.

Communications and Marketing Department staff will work collaboratively with Best Start Department staff and members of Best Start Community Partnerships to ensure that Best Start communication efforts are coordinated and aligned with First 5 LA's communications goals.

Spending Plan and Funding Methodology

The FY 16-17 budget reflects the role of communications in supporting the implementation of the 2015-2020 Strategic Plan in advancing First 5 LA's programmatic and policy goals.

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 strategic communications and marketing 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 the Parenting 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 paid media placements.

1) \$2,825,000 GENERAL MARKETING AND COMMUNICATIONS SUPPORT FOR FIRST 5 LA PROGRAMS, EFFORTS, AND INITIATIVES:

During FY 16-17, the Communications and Marketing Department will continue to support the work of other Departments and workgroups by providing communications and strategic communications and marketing counsel to advance the programmatic and policy goals of the 2015-2020 Strategic Plan. The proposed budget request includes \$1,375,000 for strategic communications and marketing services to build First 5 LA's brand, engage decision makers, elevate awareness and urgency and support internal communications, \$700,000 for public awareness campaign development, research and testing, and implementation, supporting the Families Outcome Strategy 1, \$300,000 for editorial, translation, video production, website updates and other content creation support services, \$250,000 to support internal communications through brand ambassador and social media training, and capacity building of First 5 LA staff on the role of communications in policy and systems change efforts, \$200,000 to support communications

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:
Focusing for the Future

coordination and capacity building of First 5 LA grantees not part of the Best Start effort.

Estimated spending is based on historical average spending with the previously contracted strategic communications and marketing firm over the last four years of approximately \$704,800, along with scope of work estimates for work planned in FY 16-17.

2) \$750,000 - STRATEGIC ADVERTISING PLACEMENTS TO SUPPORT FIRST 5 LA PUBLIC AWARENESS CAMPAIGNS:

These funds support the strategic planning, ad buy and other logistical support services involved in advertising placements that will include but are not limited to the following platforms: out-of-home (billboards, bus shelters, store signage); television and local cable, radio, newspaper; digital platforms, and events (booths at public events) as well as other emerging advertising and media platforms.

In FY 15-16, spending on advertising placements is projected for \$703,000, with \$225,000 of this projected amount already spent. To broaden the impact of First 5 LA advertising and to reach audiences that do not consume traditional media, such as broadcast TV and terrestrial radio, we estimate these expenses to increase in FY 16-17 to \$750,000.

3) \$150,000 STRATEGIC PARTNERSHIPS TO ENGAGE DECISION MAKERS ON EARLY CARE AND EDUCATION:

This funding will create a strategic partnership that will advance the 2015-2020 Strategic Plan's Early Care and Education Outcome area goals. First 5 LA's purpose in joining the California Community Foundation, the LA Partnership for Early Childhood Investment and the Tikun Olam Foundation to fund this effort is to provide unified messaging and materials to engage individual parents, caregivers and providers in local, regional and statewide ECE advocacy efforts. This effort complements the ECE advocacy efforts of the Policy and Intergovernmental Affairs Department. The LAPAI Coalition communications effort is a 2-year, \$1,000,000 program. First 5 LA will fund \$150,000 in FY 16-17 and an additional \$150,000 in FY 17-18.

4) \$225,000 STRATEGIC PARTNERSHIPS TO ENGAGE DECISION MAKERS ON EARLY CHILD DEVELOPMENT

This funding would create strategic partnerships with the Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics, and the USC Annenberg Center for Health Journalism to engage decision makers by elevating the quality and quantity of coverage on early child development issues. These partnerships also support the advocacy efforts of the Policy and Intergovernmental Affairs Department. First 5 LA would be joining the USC Schaeffer Center for Health Policy and Economics and David and Mary West Foundation in San Diego in supporting the Center for Health Reporting. For the USC Annenberg Center for Health Journalism's Children's Health Matters Blog and National Health Journalism Fellowship, First 5 LA would be joining The California Endowment, the Annie E. Casey Foundation and the Blue Shield of California Foundation in support.

Pending Board approval, these strategic partnerships would be funded across three years:

- The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics: \$125,000 (1st of 3 years)
- The USC Annenberg Center for Health Journalism's Children's Health Matters Blog: \$60,500 (1st of 3 years)
- The USC Annenberg Center for Health Journalism National Health Journalism Fellowship: \$36,000 (1st of 3 years)

5) \$695,000 STRATEGIC PARTNERSHIPS TO ADVANCE THE FAMILIES OUTCOME AREA:

Funds for these two strategic sponsorships will be used for materials, advertising and communications platform support for "Talk, Read, Sing" (TRS), "Text4Baby" and for the exploration of other digital platforms.

This amount is based on projected FY 15-16 spending on two strategic partnerships pending Board approval and an expansion to reach additional mothers and their families. In FY 15-16, First 5 LA is slated to spend \$171,000 on TRS to reach 10,000 new mothers. First 5 LA plans to increase the number of mothers reached in FY 16-17 to 11,500, for a total projected cost of \$196,650 for materials.

Also in FY 15-16, \$98,000 is slated to be spent on Text4Baby. In the FY 16-17, we are seeking to expand the number of families reached through these two strategic partnerships through advertising and content integration on Univision,

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:
Focusing for the Future

plus advertising TRS in Welcome Baby hospitals. Funding for these Strategic Partnerships in FY 16-17 includes: \$196,650 for TRS materials \$98,000 for Text4Baby \$300,000 Advertising and content placement, and Public Service Announcements (PSAs) on Univision \$100,000 Advertising TRS in Welcome Baby hospitals.

6) \$250,000 RESEARCH AND DEVELOPMENT OF MARKETING STRATEGIES TO INCREASE PARTICIPATION IN THE WELCOME BABY PROGRAM:

Funds will be used to research, develop and refine marketing strategies in the Welcome Baby program in order to increase its utilization. The strategies developed through this effort will then be used to maximize the impact of existing outreach funds embedded in current Welcome Baby site contracts. The budget of \$250,000 includes a comprehensive communications and marketing review of barriers to enrollment, research of existing outreach strategies, marketing program creation, development and execution, and includes potential advertising, sponsorships and partnership development costs. The budget for this program was determined using scope of work estimates developed by strategic marketing and communications agencies for similar projects.

7) \$250,000 STRATEGIC SPONSORSHIPS TO ELEVATE AWARENESS OF FIRST 5 LA'S MISSION AND BRAND:

First 5 LA is offered multiple opportunities to sponsor events by organizations aligned with our mission and goals, and whose work complements First 5 LA's outcome areas. These events are opportunities to elevate the awareness of First 5 LA's mission, its brand and serve as a vehicle to engage parents and diverse audiences.

The FY 16-17 Communications and Marketing Department budget includes a consolidated \$250,000 in spending on strategic sponsorships. Spending under this category, which was previously under the Communications and Marketing Department, "marketing and communications agency support" in FY 15-16 is estimated at \$148,500. Combined with similar spending under this category previously housed within the Community Investments (\$12,500), Best Start (\$24,000) and Policy and Intergovernmental Affairs (\$17,500) Departments, the total FY15-16 spending is estimated at \$202,500. An increase of \$47,500 is being sought as a contingency for new opportunities to build the First 5 LA brand.

8) \$200,000 PROMOTIONAL AND COLLATERAL MATERIALS TO BUILD FIRST 5 LA'S BRAND:

Funding in this program will be used for the creation, production and distribution of the Parenting Guide, a quarterly publication, a variety of collateral material to inform the public and targeted audiences of our mission, vision and our work. This also funds other mission-aligned give-away items (such as books and educational toys) for children and families at events.

This amount is based on historical spending on the Parenting Guide of approximately \$88,000 per year, along with an additional \$75,000 on collateral materials used at multiple events to help engage with our audience. In FY 16-17, the Communications and Marketing Department is seeking an augmentation of \$37,000 to support its plans to increase the production and distribution of the Parenting Guide, along with increasing the number of events First 5 LA participates in to further our goals of building our brand and engaging parents, caregivers, stakeholders and decision makers.

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

The Communications and Marketing Department seeks an augmentation of \$697,350 to strengthen its capacity to advance First 5 LA's programmatic and policy goals.

The Communications and Marketing Department budget combines funding categories across previously separate, but related services detailed in the Department's FY 15-16 budget. The proposed FY 16-17 budget separates and defines advertising and sponsorships costs that were previously housed in the "marketing and communications agency support" category in FY 15-16. The Department's FY 16-17 budget also consolidates funding from other Departments from the same spending category.

Funding shifts include \$450,000 from the FY 15-16 "marketing and communications agency support" category into two separate categories to support internal communications (\$250,000) and the coordination and communication capacity building of First 5 LA grantees (\$200,000).

New investments include \$375,000 on strategic partnerships to engage decision makers on early care and education,

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:
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and health care delivery systems. These investments will serve to support the Policy and Intergovernmental Affairs Department's advocacy efforts by elevating awareness and urgency of these issues among policy makers, parents and the general public.

Augmentations of \$297,500 are requested to support strategic advertising placements (\$250,000) and event sponsorships (\$47,500).

In order to reach our intended audiences of parents and caregivers of children prenatal to age 5 with its public awareness campaigns supporting Families Outcome Strategy 1, First 5 LA must extend its advertising into new and emerging platforms. Spending in FY 15-16 was estimated at \$500,000. This proposed budget seeks an increase of \$250,000 to augment its planned advertising placements.

Funding for the FY 16-17 Research and Development of Marketing Strategies to Increase Participation of the Welcome Baby program combines \$100,000 under the "Families Strategy 1 - Home Visiting" program and \$450,000 under the FY 15-16 Communications and Marketing budget. Based on an estimate for services using a refined scope of work, this planned spending of \$550,000 (\$450,000 + \$100,000) is being reduced to \$250,000. The remaining \$300,000 will be shifted to the funds used for the FY 16-17 Strategic Partnership to Advance the Families Outcome Area program.

The Communications and Marketing Department budget also combines "marketing and communications agency support" and "freelance editorial support" into a single category "General Marketing and Communications Support for First 5 LA Programs, Efforts and Initiatives," to define the agency-wide support services the Communications and Marketing Department will provide.

Initiative		Investment Category	
Communications - Conference Funding		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Conference Funding	\$200,000	\$300,000	50.00%

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 LA 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 LA 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 15-16. The timeline for the application process is the following, with each grant period awarding up to \$100,000:

- April 2016: Open application submission period to fund conferences/events for the period of July 1 – December 31, 2016
- October 2016: Open application submission period to fund conferences/events for the period of January 1 – June 30, 2017

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.

Initiative

Communications - Conference Funding

Investment Category2015-2020 Strategic Plan:
Focusing for the Future**Change from Prior Year (if >+-20%)**

The Communications and Marketing department seeks an augmentation of \$100,000 for this program based on the number of applicants and First 5 LA's ability to make an impact. First 5 LA received nearly \$400,000 in grant requests last year. Grantees are consistently awarded a reduced amount from what they request, limiting First 5 LA's impact and its ability to engage grantees and partners to support communications strategies and First 5 LA's programmatic and policy goals.

INVESTMENT CATEGORY:

Legacy Investments

Initiative	Investment Category
At-Risk Fathers Investment	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
At-Risk Fathers Investment	\$150,000	\$299,000	99.33%

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 includes 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 LA 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. During FY 15-16, staff continued to plan and design the investment with continued input from stakeholders and community.

Spending Plan and Funding Methodology

The specific design of the program is still yet to be determined as staff continues to plan and design the program with continued input from the community and key stakeholders. The planning phase for the At-Risk Fathers Investment is expected to conclude in June 2016. The appropriate procurement method is anticipated to be issued in October 2016 with contracts executed in February 2017. With \$600,000 allocated for this two-year effort, staff anticipates spending approximately \$299,000 in FY 16-17.

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

The FY 15-16 budget level was \$150,000 for this project as staff planned to complete the planning phase in early 2015 and release funding in February 2016. However, the project has been delayed as staff waited for the Strategic Plan to be completed in order to ensure alignment of this new investment. In addition, staff was also waiting for the County's My Brother's Keeper Task Force to get off the ground in order to also determine any possible alignment and leveraging opportunities. In waiting for these crucial inputs, the At-Risk Father's timeline was delayed and no dollars in FY 15-16 were spent. As such, staff continues to plan and develop the investment and estimates releasing funding early in FY 16-17. With no funding from the original allocation being spent in FY 15-16, the balance of the two-year allocation remains at \$598,000 (\$600,000 less minimal costs to date), with approximately \$299,000 estimated to be contracted and spent in FY 16-17.

Initiative	Investment Category
Baby Friendly Hospitals	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Baby Friendly Hospital Project - Cycle 3	\$477,000	\$453,000	-5.03%

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 and bonding. 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 3 grants are expected to end no later than FY 17-18.

Spending Plan and Funding Methodology

Three hospitals are funded as part of Cycle 3 of the Baby Friendly Hospital Project in FY 16-17 for \$453,000. 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, staff training and supplies.

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

Initiative	Investment Category
Baby Friendly Hospitals	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Baby Friendly Hospital Project - Cycle 4	\$600,000	\$465,000	-22.50%

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 approved by the Commission for this initiative. Cycle 4 hospitals align with the Welcome Baby program and support the goals outlined in the 2015-2020 Strategic Plan.

Spending Plan and Funding Methodology

Two hospitals are funded as part of Cycle 4 of the Baby Friendly Hospital Project in FY 16-17 for \$465,000. 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, staff training and supplies.

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

The FY 15-16 budget reflected estimated expenditures for three hospitals, based on the budget being developed while Cycle 4 was still in procurement. Only two hospitals were procured, therefore the FY 16-17 budget reflects estimated expenditures for two hospitals rather than three.

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Birth Outcomes and Disparities – Policy and Systems Change	\$500,000	\$500,000	0.00%

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 16-17. To-date, no actions or plans have been developed to implement this project. The Policy Department will establish an interdepartmental workgroup to review previously proposed strategies and recommend opportunities to implement this project in alignment 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 Family Strengthening, 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 developed/executed in FY 15-16 due to limited staff capacity.

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

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Black Infant Health Program	\$1,455,000	\$1,509,000	3.71%

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 three BIH programs will be 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.

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 last year's expenditures, historical spending and anticipated costs. Costs were informed by BIH grantees with staff's review and approval. All three grantees will be implementing the new model of the state BIH Program.

1. The City of Long Beach: Major costs include supporting core staff to implement the program to fidelity - BIH coordinator, family health advocates (case managers), group facilitator, & mental health professional (social worker). Other program costs include supplies for group intervention sessions and retention as well as training for staff. Support will also be provided to recruit and enroll eligible clients into the group-based program with complementary case management. The estimated budget for the City of Long Beach is \$229,000.

2. The City of Pasadena: Major costs include supporting core staff to implement the program to fidelity - BIH coordinator, family health advocates (case managers), group facilitator. A mental health professional (social worker) will be on board in FY 16-17. Other program costs include supplies for group intervention sessions and client workshops as well as training for staff. Support will also be provided to recruit and enroll eligible clients into the group-based program with complementary case management. The estimated budget for the City of Pasadena is \$259,000.

3. The Los Angeles County Department of Public Health (LAC DPH) has been implementing the old model of the state BIH Program and will implement the new model this year. LAC DPH will release an Invitation for Bid (IFB) in March 2016 to subcontract with three community-based organizations in FY 16-17. The number of subcontractors will decrease from five to three CBOs because the staffing costs for the new model are higher than the old model. Major costs include subcontractors to provide BIH services: group intervention (10 prenatal group sessions and 10 postpartum group sessions) and complementary case management. Other program costs include personnel for administrative and compliance oversight, supplies for group sessions, and training for staff. The estimated budget for LAC DPH is \$1,021,000.

The total FY 16-17 funding level requested for BIH is estimated to be approximately \$1,509,000.

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

Initiative	Investment Category
Children's Dental Care	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Children's Dental Care Program	\$10,656,000	\$8,336,000	-21.77%

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. The first few years of the project centered around activities related to providing direct services but also planning and setting up the needed infrastructure to provide these services. Now entering the fourth year of the project, CDCP will continue to focus on providing direct oral health services to children ages 0-5, parent education and provider training. The program also requires continued collaboration across the three schools. In FY 16-17, the program will continue these collaboration activities through quarterly meetings focused on program evaluation and sustainability. CDCP is currently scheduled to end in February/March 2018.

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 preventative 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

In FY 16-17, it is expected that the majority of the costs will be associated with the direct implementation of the program (personnel, dental equipment/supplies, training and contracted services with community clinics and key partners, such as policy and advocacy partners). Main activities during this period will include providing direct services to children, provider training, technical assistance and capacity building.

The funding level for the year was estimated based on cost projections submitted by each of the universities as well as historical data of 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. The estimated budget for CDCP projects is consistent with the previous year implementation and is aligned with the overall 5-year allocation for the project.

Estimates for each university are as follows:

UCLA: \$3,140,000

UCLA will provide preventative services to at least 8,000 children. Trained ECE providers will ensure up to 5,000 parents' receive information and educational materials to increase awareness of oral health. The project will also continue providing training to at least 50 clinical providers to increase their knowledge and skills to provide preventive oral health services to children 0-5, train up to 500 childcare providers to increase awareness of the

Initiative	Investment Category
Children's Dental Care	Legacy Investments

importance of oral health for young children; establish more coordinated referral and delivery systems; and convene Quality Improvement Learning Collaborative bimonthly.

USC: \$4,496,000

The USC CDCP Project will continue to focus on expanding access to oral health services in LA County, by providing preventative dental care to children 0-5 by providing referrals to a dental home. The project utilizes a case management model to provide services to families. It is estimated that the program will serve 9,000 children with preventative dental services, provide 9,000 parents with oral health education, and 600 providers with training.

Western: \$700,000

Western University's Children's Dental Care Project will continue to provide preventative and treatment dental services for children 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. For FY 16-17, it is estimated the project will serve 6,000 children with preventative services, provide 6,000 parents with oral health education, and train 300 providers.

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

The CDCP program is now entering its 4th year of operation; as such, start-up costs are not as high as many of the systems and infrastructure have been established during the previous three years. In addition, sustainability plans (including billing Medi-Cal and Denti-Cal for services, where applicable) have also started to be implemented resulting in a small reduction of funds needed from First 5 LA.

Initiative	Investment Category
Children's Vision Care	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Children's Vision Care	\$1,341,000	\$1,333,000	-0.59%

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, which will end in FY 17-18.

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. In FY 16-17, the project anticipates to screen 23,000 children at \$45.40/child for a total estimate of about \$1,045,000.
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. In FY 16-17, the project anticipates to screen 10,000 children at \$28.80/child for a total estimate of \$288,000.

Note that the third grantee, Junior Blind of America, ended their project on January 31, 2016. The total FY 16-17 funding level requested for Children's Vision Care is estimated to be approximately \$1,333,000.

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

Initiative		Investment Category	
Early Identification and Intervention - Autism and Other Developmental Delays		Legacy Investments	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Early Identification and Intervention - Autism and Other Developmental Delays	\$946,000	\$908,000	-4.01%

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. In March 2016, as a result of potential alignment with the 2015-2020 Strategic Plan (Health Strategy 1), the Commission approved an extension of the initiative through June 30, 2018, with an additional \$1.25 million.

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 (CBOs) 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.

Spending Plan and Funding Methodology

FY 16-17 funding reflects a third year of operation for the three-year program involving all seven contractors (1 TA provider and 6 CBOs). The FY 16-17 budget is based on current contract amounts and pre-negotiation of anticipated contract renewal amounts. In March 2016 the Commission approved an extension of the initiative through June 30, 2018 with an additional \$1.25 million, due to potential alignment with the 2015-2020 Strategic Plan Developmental screening strategy (HMG) and the opportunity to leverage the existing work and partners from the EII Task Force. This has impacted the scope (to include sustainability efforts), the amount and timeframe of the FY 16-17 contracts (9 months to 12 months).

MAJOR COSTS AND ACTIVITIES SUPPORTED

Personnel costs, screening material, outreach, and training comprise the major expenses for FY 16-17 for the project.

Major FY 16-17 activities to be conducted by the Training and TA Provider include continued assistance and support for the six community-based agencies to:

- Conduct developmental screenings effectively;
- Score questionnaires, interpret results, and identify developmental risk factors;

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

Legacy Investments

- Understand the referral process for diagnosing screened children, and providing parents with follow-up to make sure the referral was completed;
- Understand parents' role in the screening process and discussing screening results sensitively with families;
- Identify existing resources to support implementation of a developmental screenings program; and
- Incorporating sustainability efforts.

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 16-17 activities for each of the community-based agencies to conduct include:

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

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

\$908,000 budgeted for FY 16-17 reflects the work of the community-based agencies and the training and technical assistance provider. Recognizing the potential alignment with the 2015-2020 Strategic Plan (Health Outcome, Development screening strategy--HMG) and the potential to leverage the existing work and partners from the EII Task Force, in March 2016, the Commission approved an extension of the initiative through June 30, 2018 (as part of the Expiring Initiatives process) with an additional \$1.25 million. This has impacted the scope (to include sustainability efforts), the amount and timeframe of the FY 16-17 contracts (9 months to 12 months).

Initiative	Investment Category
Healthy Food Access	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Children's Garden Collaborative	\$1,389,000	\$434,000	-68.75%

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.

Spending Plan and Funding Methodology

To date, the contractor has constructed 7 of 8 gardens. Each garden has the capacity to serve a minimum of 30 families, for a total of 240 families by the end of FY 16-17.

The FY 16-17 budget is based on the projected balance available after the 4th year of this 5-year investment. The 8th and final garden may be completed in FY 15-16 but timeline and building schedules may dictate a completion date in FY 16-17. Therefore, the FY 16-17 budget covers one-time construction costs for one garden site including: site location, securement of a long-term lease, design of garden, and construction; and ongoing costs for seven 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%)

FY 16-17 is the last year of this 5-year allocation/program. The lead grantee, Los Angeles Conservation Corps (LACC), has a FY 15-16 budget of \$1,262,634. LACC has requested a no-cost extension to apply the balance of funds available to the 12 months of FY 16-17 with a revised project expiration date of June 30, 2017. The no-cost extension to June 30, 2017 will also support the evaluation of the program to allow data collection to be completed for the 8th and final garden. Originally, this investment was set to expire March 2017.

Initiative	Investment Category
Healthy Food Access	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Market Match	\$675,000	\$700,000	3.70%

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 4th 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 24 farmers' markets. In FY 15-16, the budget request was \$675,000 based on increased demand for vouchers and a burn rate of approximately \$55,000/month. In FY 16-17, the budget request is estimated to be \$700,000 based on the current burn rate and anticipated increase in Market Match incentives to be distributed to families. This project has significant administration costs, because it is operated in 24 different locations with multiple 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%)

Initiative		Investment Category	
Healthy Kids		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Healthy Kids Insurance Coverage	\$630,000	\$373,000	-40.79%

Program Summary

Healthy Kids, administered by LA Care Health Plan, offers low-cost health coverage for children ages 0-5 who are not eligible for Medi-Cal or other health insurance programs. The vision for Healthy Kids is: 1) to achieve health insurance coverage for all children ages 0-5 living at or below 400% of the Federal Poverty Level (FPL); 2) to optimize children's health and development by increasing access to coordinated and quality health care; and 3) to support the health care safety net by increasing the pool of insured children. LA Care administers eligibility determination, provides a comprehensive benefits package (medical, mental health, dental and vision care) to enrollees, and ensures the Provider Network Principles (e.g., quality assurance standards).

The program was slated to end on June 30, 2015. However, to ensure that children are not left without access to health care, First 5 LA worked with LA Care and the Los Angeles County Department of Health Services to explore opportunities to connect children currently enrolled in Healthy Kids to the County's MyHealthLA (MHLA) program or to other insurance coverage options. The FY 15-16 State Budget included an expansion of Medi-Cal to cover low-income, undocumented youth ages 19 and younger. The vast majority (95%) of children currently covered by Healthy Kids will be eligible for Medi-Cal under this expansion. As a result, the First 5 LA Healthy Kids program was extended to September 2016 until Medi-Cal expansion is in place to ensure continuity of care. Additional subsequent analysis indicates the need for additional time and funds, due to an unanticipated rise in Healthy Kids enrollment, with a recommendation up for Board approval in May 2016 to add additional funds. Note that with the approved extension to September 2016, the Board also authorized the Executive Director to extend the partnership until December 2016 should there be a delay in expanding Medi-Cal.

Spending Plan and Funding Methodology

Since the passage of SB 75 in June 2015 expanding full-scope Medi-Cal to children under 19 years of age regardless of immigration status, enrollment into Healthy Kids has increased. Effective outreach and communication efforts from multiple trusted local resources has resulted in more parents enrolling their children in health insurance programs, including Healthy Kids. The influx of young child refugees from Central American countries over the last year has also contributed to the increase in Healthy Kids enrollment. Approximately 531 children (members) are anticipated to be covered by Healthy Kids in FY 16-17. The budget is calculated based on covering the cost of the premium per member per month (pmpm) which is \$117 pmpm. For the expected six-month contract period in FY 16-17:

$$\text{\$117 pmpm} \times 531 \text{ members} \times 6 \text{ months} = \text{\$372,762}$$

The total FY 16-17 funding level requested for Healthy Kids is estimated to be approximately \$373,000.

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

This contract was extended to September 30, 2016 (with an anticipated extension through December 2016 up for Board approval in May 2016) to connect current children enrolled in Healthy Kids to other health care coverage to avoid gaps in coverage and support continuity of care. A majority (~95%) of Healthy Kids enrollees will be eligible for the expanded Medi-Cal program that now covers undocumented, low-income youth up to age 19. Healthy Kids enrollees that do not qualify for this expansion because their family incomes are too high will be connected to the County's MyHealthLA (MHLA) program or other insurance coverage options. The limited time frame accounts for the variance from FY 15-16.

Initiative		Investment Category	
Information Resource and Referral		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
211 LA County	\$1,340,000	\$1,240,000	-7.46%

Program Summary

The Information and Referral Federation of Los Angeles County, Inc. (dba 211 LA County, or "211") is a comprehensive telephonic information and referral center. 211 LA County provides services to more than 500,000 clients each year and covers the following components:

1. Efficient and timely response to calls from pregnant women and parents/primary caregivers of children 0-5 (First 5 LA Target Population)
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 Assessment process, it was recommended that the program be extended up to a maximum of two fiscal years through June 30, 2018 for up to \$2.5 million. Based on Board approval of this recommendation in March 2016 and the FY 15-16 contract amount of \$1,239,535, a budget of \$1,240,000 is projected for FY 16-17.

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

Initiative		Investment Category	
Information Resource and Referral		2015-2020 Strategic Plan: Focusing for the Future	
Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Performance Based Agreement (Consulting)	\$20,000	\$20,000	0.00%

Program Summary

Technical assistance and support to 211 LA County's Information and Referral Services project, including contract monitoring, research and data collection on comparative metrics, assessment of performance, and development of options for quality improvement if needed.

Spending Plan and Funding Methodology

As the 211 LA County Information Resource and Referral program has been extended by First 5 LA's Board of Commissioners at the current level of funding, the associated technical assistance needs will be extended at the current level. The FY 16-17 budget will be the same as the budget for FY 15-16 to cover the cost associated with time and materials. The hourly rate will remain at \$150 and the contract budget will include 133 hours. The total budget for FY 16-17 is \$20,000.

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

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

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Little by Little/One Step Ahead Program	\$3,515,000	\$3,116,000	-11.35%

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. During the same year the program also underwent a name change to only "Little by Little" due to existing trademarking of the One Step Ahead name.

In May 2013, the Commission approved a six-year strategic partnership with PHFE from October 2013-September 2019 to lead and manage the expansion of the LBL program to other WIC sites throughout LA County. In FY 16-17 the LBL program will be in its third year of program implementation. The program provides anticipatory guidance to parents regarding early literacy and safety awareness in ten WIC sites located across Los Angeles County.

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 IN FY 16-17

- 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 62,610 unique WIC participants across 10 WIC site locations;
- Providing technical assistance to help WIC sites improve services and strengthen program quality;
- Ensuring client data is being collected and entered in the LBL client database system;
- Implementing fund development and sustainability plan activities in order to support the effectiveness and sustainability of the program; and
- Managing LBL process and outcome evaluations.

MAJOR COST AREAS

The funding level for FY 16-17 was determined based on contractor spending patterns for the past two fiscal years and recent conversations with the contractor on programmatic budget projections for FY 16-17. In FY 16-17, the LBL program will provide services to a total of 62,610 unique WIC participants at \$49.77/child for a total budget estimate of about \$3,116,000. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 16-17:

1. Personnel- a total of 25 staff positions will be needed to manage the various initiative components including training and technical assistance, fiscal and contract management and direct services at two WIC sites for a total of \$1,000,000 (32% 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 intervention implementation. Total estimated expenses for subcontracts: \$1,141,000 (37% of the overall budget).
3. Program Supplies- Program expenses are related to program materials (187,830 books and 62,610 safety items) and brochures. Total estimated expenses for supplies: \$757,000 (24% of the overall budget).
4. Operating, Evaluation and Administrative Costs- A total of \$218,000 is estimated for evaluation, space, postage, travel, mileage, indirect and other expenses (7% of the overall budget).

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

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

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Oral Health & Nutrition - Dental Home	\$3,414,000	\$890,000	-73.93%

Program Summary

The Dental Home Project, is a 4-year program that began in July 2012 and was scheduled to end June 2016. A 6-month no-cost extension through December 2016 will be requested as part of the FY 16-17 Contract Renewal process for the program to complete all program activities and to implement activities under the Special Revenue Fund (SRF) plan. UCLA was advanced funds at the beginning of the project, and per the contract terms can request approval from F5LA to expend SRF accrued interest and any remaining funds for purposes consistent with the project as long as all required deliverables have been met.

The overall goal of the DHP 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 6 months, FQHCs will complete capacity building activities 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. The project will also raise awareness of the dental home model to policymakers and other key stakeholders.

From July 2016-December 2016, the clinics will provide preventative services to at least 2,000 additional children. The project will also:

- Provide limited infrastructure and TA support to sustain the referral and integrated medical-dental delivery systems implemented by the 12 FQHCs over the course of the project to promote 0-5 oral health care
- Complete and distribute final policy brief on medical dental integration and DHP project results to raise awareness of the dental home project model to policymakers and other funders
- Gather and analyze patient outcomes/i2i data and finalize project evaluation report
- Continue technical support for 7 clinics that received medical dental integration software in FY 15-16
- Convene at least 1 Quality Improvement Learning Collaborative sessions and provide support for 3 DHP clinic dental teams to serve as peer leaders to other clinics participating in the collaborative

Spending Plan and Funding Methodology

MAJOR COST AREAS

The primary cost areas for FY 16-17 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 6 months of full implementation. Subcontracted clinic budgets are based on the implementation of the Enhancement Plans (began in FY 14-15), which include dental home activities and staffing. This includes a PT Community Dental Home Coordinator to sustain the successful implementation of the dental home model in the clinic and community linkages. The Coordinator and other clinic staff will also serve as peer leaders for other clinics.
3. Subcontracts with Other Project Partners -
 - Quality Improvement (QI) Learning Collaborative Director to lead the collaborative and Consultants to provide QI coaching for the clinics

The FY 16-17 budget of \$890,000 was estimated based on FY 15-16 contractor spending and the following assumptions/methods:

- The 4-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 December 31, 2016 rather than June 30, 2016, in order to complete all planned activities and to implement the Special Revenue Fund Plan activities, which staff will review and approve.
- The FY 15-16 budget was revised at mid-year to \$3.4 million due to lower spending by some clinics and other subcontractors, as well as personnel savings. Approximately \$500,000 will remain at the end of FY 15-16. Additionally, the contractor's estimate of the balance of accrued interest in the SRF at mid-year is \$350,000.
- In FY 16-17, the program will complete capacity building/systems change interventions and provide direct services

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

to an additional 2,000 0-5 children above the original 13,000 0-5 children goal, and complete related community outreach and policy activities.

- The estimated budget reflects ramp down of the program and related subcontractor costs (\$582,000), including smaller subcontractor costs not included here:

- 12 clinic sites averaging approximately \$37,500 per subcontractor based on Enhancement Plans that will be completed by December 2016, for a total of approximately \$450,000. 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.

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

The nearly 75% reduction is due to the proposed partial year 6-month budget. Also, fewer program activities will be implemented as the project ramps down and ends in December 2016.

Initiative	Investment Category
Parent Child Interaction Therapy	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Parent Child Interaction Therapy	\$2,742,000	\$3,590,000	30.92%

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, at minimum, 58 agencies with four mental health professionals each are expected to be trained over the five year investment.

Spending Plan and Funding Methodology

FY 16-17 activities are geared at improving workforce development and service delivery for 2-5 year olds' with up to 10 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.

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

- Personnel for both DMH and UCD contracts;
- Facility upgrades to retrofit facilities for the delivery of 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
- Potential expansion of support for training to include a cohort of Los Angeles County-based PCIT certified trainers to support sustainability of the practice.

First 5 LA is projecting FY 16-17 expenditures of \$3,080,000 for the DMH contract based on the proposed scope and historical spending rates for prior years of the project that have never reached 100% of original projections as listed below:

FY 12-13: \$2,961,000 DMH projected; \$962,000 expended
 FY 13-14: \$3,183,000 DMH projected; \$1,530,000 expended
 FY 14-15: \$3,800,000 DMH projected; \$1,044,000 expended
 FY 15-16: \$3,865,000 DMH projected; \$1,900,000 projected by DMH to be expended

DMH has submitted a projection of \$6,080,000 for the FY 16-17 contract.

First 5 LA is projecting FY 16-17 expenditures of \$510,000 for the training provider, UC Davis based on the proposed scope and current projected contract amount provided by the contractor.

At the March board meeting, PCIT went through the Expiring Initiatives process and the board endorsed the continuation of the project. It was noted that there may be potential alignment with the 2015-2020 Strategic Plan but it is not yet clear, pending further development of Health outcome, Trauma Informed (TI) Care strategy. Staff will return to the Board in Spring 2017 with an update on Expiring Initiatives review findings and recommendation regarding use of potential remaining funds, informed by progress made with TI Care implementation work.

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

The 31% variance from FY 15-16 includes increased training support to establish a cohort of Los Angeles County-

Initiative**Investment Category**

Parent Child Interaction Therapy

Legacy Investments

based PCIT certified trainees to serve as local experts to support sustainability of the practice. Other new costs include supports to improve client retention necessary to complete training of clinicians. In addition, a van equipped to provide PCIT services in underserved and isolated areas of the County is a new cost in the FY 16-17 budget.

Initiative	Investment Category
Policy Advocacy Fund	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Policy Advocacy Fund - I	\$805,000	\$300,000	-62.73%

Program Summary

The Policy-Advocacy Fund (PAF) was designed to support a variety of strategies in the policy and advocacy arena that help advance the First 5 LA Policy Agenda under the previous strategic plan. 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. Five (5) PAF Cycle I grants remain for FY 16-17, all of which will end during the fiscal year.

Spending Plan and Funding Methodology

In FY 16-17 there will be five (5) active Policy Advocacy Fund (PAF) Cycle I grantees employing 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.

The FY 16-17 budget estimate was developed by calculating their remaining available funds, less the amount the grantees have spent to-date. In addition, a 10% contingency fund was included to account for grantees who may accelerate their spending throughout the fiscal year, or use grant balances from previous years. This is particularly important for three grantees whose grant term ends in FY 17-18. Historically, 10% has been the contingency built into annual appropriations to handle spending fluctuations. In previous years the PAF portfolio contingency was 15% of the total award to account for any additional grantee/contract costs that were unanticipated with respect to each individual project. The PAF portfolio has funded individual projects that meet 10 different and individual project policy goals from 2009-2015 strategic plan. In FY 16-17 the proposed contingency has decreased to 10% to cover any additional or unanticipated cost to support grantees in project success and meeting their performance goals.

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.

All five grants are scheduled to end on February 28, 2017.

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

The FY 16-17 budget decreases PAF Cycle I funding to account for past grants which ended in FY 15-16. In addition, remaining grants will only be active for 9 months of FY 16-17. At the end of FY 16-17, all PAF Cycle I grants will be closed.

Initiative	Investment Category
Policy Advocacy Fund	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Policy Advocacy Fund - II	\$1,276,000	\$850,000	-33.38%

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 under the previous strategic plan. Grantees vary in size and strategic approach (such as community based organizing, administrative advocacy, and legislative advocacy). Five Cycle II grantees remain in FY 16-17.

Spending Plan and Funding Methodology

In FY 16-17 there will be five (5) active Policy Advocacy Fund (PAF) Cycle II grantees employing 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 five (5) grantees active in FY 16-17, the budget estimate was developed by calculating their remaining available funds, less the amount the grantees have spent to-date. In addition, a 10% contingency fund was included to account for grantees who may accelerate their spending throughout the fiscal year, or use grant balances from previous years. This is particularly important for three grantees whose grant term ends in FY 17-18. In previous years the PAF portfolio contingency was 15% of the total award to account for any additional grantee/contract costs that were unanticipated with respect to each individual project. The PAF portfolio has funded individual projects that meet 10 different and individual project policy goals from 2009-2015 strategic plan. In FY 16-17 the proposed contingency has decreased to 10% to cover any additional or unanticipated cost to support grantees in project success and meeting their performance goals.

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

The budget amount is lower in FY 16-17 because five PAF Cycle II grants ended in FY 15-16, and two of the remaining grants will end before the close of FY 16-17. All PAF Cycle II grants will end by March 2018.

Initiative	Investment Category
Policy Advocacy Fund	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Policy Advocacy Fund Technical Assistance Provider	\$113,000	\$113,000	0.00%

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.

Finally, as PAF comes to a close staff will work with the TA consultant to ensure First 5 LA is capturing lessons learned from the initiative.

The total consultant costs are estimated as followed:

Quarterly grantee convenings and additional workshops - \$6,500 per meeting x 8 meetings = \$52,000

Internal coordination, planning, and learning - \$150/hr x 150 hrs = rounded up to \$23,000

Direct grantee TA - \$150/hr x 250 hrs = rounded up to \$38,000

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

Initiative	Investment Category
Reducing Childhood Obesity	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Reducing Childhood Obesity	\$15,462,000	\$5,133,000	-66.80%

Program Summary

The Reducing Childhood Obesity Project aims to reduce the prevalence of overweight and obesity among children ages 0-5 and their families in Los Angeles County. The project is implemented and managed by the County of Los Angeles Department of Public Health (DPH). In July 2011, the First 5 LA Commission approved a \$41.2 million allocation for the project for four years. Although initially scheduled to end in June 2016, in April 2015 DPH was granted a one year no-cost extension through the Expiring Initiatives Assessment process to continue the project and successfully complete work through June 2017. The Strategic Partnership with DPH began July 1, 2012 and will continue through June 30, 2017. The project brings together a broad range of partners to implement community-based public education, skills-building, and environmental change to promote 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 physical activity.
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 breastfeeding, nutrition, physical activity, water consumption, and stress reduction.

Spending Plan and Funding Methodology

FY 16-17 will be the last year of the Reducing Childhood Obesity Project. Across programs, fewer activities will be implemented in the last year, but core project activities will be maintained (parent workshops, restaurant enrollment, website management) with a ramp up in evaluation. Projected activities in Year 5 are as follows:

1. Choose Health LA Kids: Continued subcontracting of 20 selected community based organizations; continuation of Healthy Parenting workshops; policy development, implementation and maintenance via the parent collaboratives; promotion of campaigns (Physical Activity and Screen Time in Year 5); CHLA Restaurant enrollment; dissemination of the Marketing to Children White Paper; evaluation.
2. Choose Health LA Child Care: Evaluation (for the first 6 months of the fiscal year).
3. Choose Health LA Moms: Partnerships with organizations to both offer and recruit for website curriculum participation; management of the website (transferred under DPH's main website); evaluation.

Approximately \$900,000 will be needed for personnel to run the administrative and programmatic components of the project in the last year. Approximately \$4 million will be needed for Contracted Services to maintain temp personnel for the project; community work, media campaign and policy work for CHLA Kids; evaluation for CHLA Child Care; and website needs for CHLA Moms.

The total allocation of \$41.2 million minus actual and anticipated expenses through June 2016 is anticipated to be approximately \$36 million, leaving approximately \$5 million for the last year. The total FY 16-17 funding level budgeted for Reducing Childhood Obesity is estimated to be \$5,133,000 and will be within the remaining balance of the allocation.

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

Lower spending is anticipated FY 16-17, the last year of the 5-year project. Fewer activities will be implemented in the last year, but those that continue will have a greater, long-lasting impact in the community.

Initiative	Investment Category
Resource Mobilization - ECE	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
ECE Recoverable Grant/Bridge Fund	\$225,000	\$800,000	255.55%

Program Summary

First 5 LA established a 4-year 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. First 5 LA's total investment of \$2.075 million, which provides funding for program administration and repayable grants, is matched by other funders at a 1:1 rate. The breakdown of First 5 LA funding includes \$1.075 million in Year 1 of the fund (\$1.0M for repayable grants and \$75,000 for administration of grants and technical assistance to grantees), plus a \$1.0 million challenge grant which can only be drawn down as additional funding is secured. Challenge grant funds may be used to increase the available funds for repayable grants, support Fund administration, technical assistance and advocacy efforts, as determined by funding partners. To date, a total of \$200,000 in challenge grant funds have been drawn down by CCF and used to cover a portion of cost for the annual administration of the Fund and to support additional technical assistance to grantees.

To date, the Fund has awarded almost \$5.4 million in recoverable grants (\$2 million revolving loan for 3.5 years) with no defaults. Grantees report the Fund helped them serve an average of 3,000 children, retain 3,000 parent jobs and 530 staff jobs each year. Fund recipients have also received individualized technical assistance and training workshops from the Low Income Investment Fund (LIIF) to help maximize their CA Department of Education (CDE) contracts and budget more effectively. State policy issues identified through ECE provider and Bridge Fund Grantee surveys have informed CCF's L.A. Preschool Advocacy Initiative (LAPAI) Policy Framework and been shared with ECE advocates and funders. F5LA challenge grant has also leveraged private funding to support the Fund loans and related capacity-building efforts.

This is year 4 of a 4-year strategic partnership with CCF, scheduled to end during FY 16-17, consistent with the Governance Guidelines. First 5 LA, CCF and other key partners are assessing the current need for and impact of the the Bridge Fund to-date, in order to inform future support for a bridge fund and related advocacy efforts.

Spending Plan and Funding Methodology

In FY 16-17, it is anticipated that the fund will provide at least 10 recoverable grants as well as TA to grantees. This award level is consistent with the prior 3 years and is based on the average grant award of \$200,000 per agency. The total budget for FY 16-17 is up to \$800,000 in remaining challenge grant funds, as \$1.275 million was previously released to CCF. The full amount of remaining challenge grant funds (\$800,000 as of March 2016) is included in the FY 16-17 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 15-16 budget was reduced at mid-year based on the rate of matching funds being drawn down. Only \$200,000 of the total \$1 million challenge grant funds have been expended to date. Therefore, up to \$800,000 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 16-17 budget.

Initiative	Investment Category
Resource Mobilization - Funder Partnerships	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Funder Collaboratives	\$30,000	\$75,000	150.00%

Program Summary

First 5 LA will continue to participate in and provide membership support for funder collaboratives whose goals and activities are aligned with the 2015-2020 Strategic Plan. This expense was included in FY 15-16, in support of the Strategic Plan's emphasis of leveraging funder partnerships to advance policy and systems change. 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."

EMERGING FUNDER COLLABORATIVES

Relevant funder collaboratives will be identified by staff throughout the fiscal year.

LA FUNDERS COLLABORATIVE

First 5 LA will continue to support and participate in the LA Funders Collaborative, as goals of the collaborative are broadly aligned with First 5 LA's 2015-2020 Strategic Plan Communities Outcome Areas and Investment Strategies. LA Funders Collaborative is a cross-sector collaborative which aims to harness the changes being catalyzed by landmark transportation and environmental policies to create equitable, healthy, sustainable communities in Los Angeles County.

LA-N-SYNC

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 Outcome Areas and Investment Strategies. 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. In FY 15-16, First 5 LA did not expend this budget item as staff did not determine a need for investment in LA-N-Sync efforts at that time. Funds are included in FY 16-17 to ensure staff have ability to take advantage of immediate leveraging/partnership opportunities via LA-N-Sync as they emerge through the year.

LA PARTNERSHIP FOR EARLY CHILDHOOD INVESTMENT

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 Outcome Areas. 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.

SOUTHERN CALIFORNIA GRANTMAKERS

First 5 LA will continue to provide annual support and participate in the Southern California Grantmakers (SCG)--an association of more than 300 local funders--and SCG's targeted Funder Peer Groups, whose goals are aligned with First 5 LA's 2015-2020 Strategic Plan Priority Outcome Areas.

Spending Plan and Funding Methodology

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

First 5 LA's annual membership fee to Southern California Grantmakers is calculated based on First 5 LA's prior year total competitive grantmaking and location of organization. First 5 LA member rate is \$15,000 per year.

Change from Prior Year (if >+20%)

First 5 LA support for funder collaboratives is consistent with FY 15-16 budget. Budgets for funder collaborates that were previously listed as individual Programs under Resource Mobilization-Funder Partnerships are now included under a single Funder Collaboratives.

Initiative	Investment Category
Resource Mobilization - Health	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Early Childhood Linkages to Wellness	\$1,250,000	\$326,000	-73.92%

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, ending December 2016.

In FY 16-17, funded staff will work on continued program operations and sustaining the project through LAUSD negotiations and partnership development. Staff will also work on collecting remaining program implementation data as part of the project's evaluation plan and compile a final public document highlighting the impact of the dollars invested.

Spending Plan and Funding Methodology

The Early Childhood Linkages to Wellness demonstration project was funded at \$2,900,000 over three years through a Strategic Partnership approved by the Board. The project will reach its three year term in FY 16-17 with the end date of December 30, 2016. The proposed FY 16-17 budget amount of \$326,000 is the expected amount remaining by June 30, 2016 out of the \$2.9 million investment.

The FY 16-17 budget of \$326,000 will provide funding for six months for a core team of personnel: LAUSD Project Supervisor at .50 FTE, LAUSD Administrative Assistant at .50 FTE, LA Trust Executive Director at .20 FTE, and LA Trust Communications Manager at .20 FTE. Staff will work on continued program operations, collecting remaining data as part of the program's evaluation plan and work on sustaining the project through LAUSD negotiations and partnership development.

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

The project will be ending in December 2016. The FY 16-17 budget reflects remaining funds for the project to complete all contract objectives and deliverables. The \$326,000 amount will provide funding for six months for a core team of personnel.

Initiative	Investment Category
Resource Mobilization - Organizational Capacity Building	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Organizational Capacity Building	\$550,000	\$125,000	-77.27%

Program Summary

First 5 LA will support Organizational Capacity Building through partnerships with other funders, an Organizational Capacity Building effort that focuses 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.

ORGANIZATIONAL CAPACTIY BUILDING PARTNERSHIPS

This funding is specifically linked to the organizational capacity building criteria supporting the activities of the 2015-2020 Strategic Plan. More specifically criteria #3. When there is an opportunity to partner with public/private grantmaking partners to support groups of organizations not necessarily funded by First 5 LA to ensure there is sufficient capacity of the sector to advance the overall goals of First 5 LA's strategic plan.

Spending Plan and Funding Methodology

Organizational Capacity Building Partnerships (\$125,000): First 5 LA's investment will provide support for start-up activities and initial trainings for nonprofit leaders. Based on previous experience, this effort, in partnership with other funders is estimated to cost approximately \$125,000 (over 12-months) and includes partnership development, outreach and grantee trainings. First 5 LA's contribution will be leveraged by other funders investments at a 1:1 rate.

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

In FY 16-17, Shared Services (\$350,000) is budgeted under the ECE Outcome Area. The Real Cost for Program Initiative (\$75,000) was a 1-year contract with CalNonprofits ending in FY 15-16, with no costs in FY 16-17. These two aforementioned changes resulted in a \$425,000 reduction to the Organizational Capacity Building budget, compared to FY 15-16.

Initiative	Investment Category
Resource Mobilization - Project Development	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Consulting	\$5,000	\$150,000	2900.00%

Program Summary

Funding is included for consultants to support First 5 LA's work around emerging leveraging opportunities and to provide technical assistance for innovative investments and approaches to partnership (e.g., Collective Impact) to support the implementation of strategies across the 4 Outcome Areas in the 2015-2020 Strategic Plan.

Spending Plan and Funding Methodology

Consulting costs are estimated based on previous consulting fees, anticipated needs (up to 1,000 hours at \$150/hour) to support the exploration of emerging leveraging opportunities, innovative approaches to partnership, as well as ongoing technical assistance needs. The actual scope of work and budget will be determined as needs arise.

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

In FY 15-16, these costs were included in the Strategic Plan Implementation Fund budget. However, staff recommends that costs move back to Resource Mobilization in FY 16-17, as the Strategic Plan Implementation Fund will not continue in FY 16-17 in the same capacity. The funding level is consistent with the previous year.

Initiative	Investment Category
Resource Mobilization - Project Development	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Convenings	\$0	\$100,000	0.00%

Program Summary

Funding is included to support convenings of public and private funders and external stakeholders to coordinate and align investments across the 4 Outcome Areas in the 2015-2020 Strategic Plan to achieve maximum long-term impact. Examples of potential convenings include: convening cross-sector stakeholders to educate and engage on Local Control Funding Formula, Kindergarten Readiness Assessments, Quality Rating Improvement Systems, home visitation, trauma-informed care, Help Me Grow, nonprofit/community capacity building and parent engagement.

Spending Plan and Funding Methodology

Based on the costs of other funder convenings, FY 16-17 funds will support four convenings at a cost of \$25,000 each, which covers food, space, materials and speaker/facilitation costs. Funding for convenings has been included in previous Resource Mobilization budgets and staff expects to focus on convening funders again in FY 16-17. The actual budget for each convening will be determined as staff identifies opportunities to support Strategic Plan goals and activities.

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

In FY 15-16, these costs were included in the Strategic Plan Implementation Fund budget. However, staff recommends that costs move back to Resource Mobilization in FY 16-17, as the Strategic Plan Implementation Fund will not continue in FY 16-17 in the same capacity. The funding level is consistent with the previous year.

Initiative	Investment Category
Universal Assessment of Newborns	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Welcome Baby Hospitals	\$6,981,000	\$8,451,000	21.05%

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. Families residing outside a Best Start Community are eligible for up to 4 engagement visits, if needed: 1 hospital and up to 3 postpartum visits.

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 16-17 objectives are to:

- Achieve an enrollment of 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 16-17, program costs will include 14 Welcome Baby providers. 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 majority of contract expenses will be spent on personnel costs, with increases in expenses for supplies, mileage, and client materials. Welcome Baby anticipates enrolling 11,500 families in FY 15-16 (an estimated 5,050 Best Start and 6,450 Non Best Start) and a total of 14,500 in FY 16-17 (an estimated 6,380 Best Start and 8,120 Non Best Start). The increased projected enrollment rate assumes successful improvements in enrollment outreach strategies; additional funding has been included in the Communications and Marketing budget to support outreach and enrollment strategies.

The following were taken into account when developing the FY 16-17 estimate:

- Hospital birth rate county information from 2013 to inform personnel needs and estimated enrollment.
- Increases in related program costs (mileage, supplies) in anticipation of increased enrollment.
- Calculation of services provided to Best Start and non-Best Start families, which drives costs expensed to Best Start Family Strengthening.
- Inclusion of the program model change that provides the RN Visit for the High Risk, Best Start clients, with associated increases in personnel and program costs.
- A 2.5% contingency amount was included to anticipate any unexpected expenses encountered during the contract renewal process.

Initiative

Universal Assessment of Newborns

Investment Category

Legacy Investments

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

The FY 15-16 budget was decreased at mid-year due to slower enrollment rates; one provider that did not complete contract negotiations; and one provider that began implementation later than 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 a new provider will result in increased enrollment in FY 16-17, resulting in a projected increase in related program costs.

Initiative	Investment Category
Workforce Development	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
P-5 Workforce Development Core Competencies	\$522,000	\$555,000	6.32%

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 16-17 represents the fourth 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

In FY 16-17, Zero To Three will spend \$555,000 on the following activities to support the P-5 Cross-Sector Training Program:

- Conduct 4 additional P-5 Cross-Sector Core Competencies Trainings in Best Start Communities or Regions
- Continue to evaluate pilot training and Communities of Practice
- Convene meetings of the P-5 Steering Committee and Zero To Three staff to continue to inform sustainability
- Continue to work towards integrating and embedding the cross-sector core competencies and training within the Los Angeles County Health and Human Services delivery system, educational institutions and community-based organizations

FY 16-17 represents the fourth year of the five-year project spanning from 2013 to 2018. Based on project projections, analysis of spending patterns and program monitoring, the information below represents the budget projection for FY 16-17:

- \$430,000 - Personnel and benefits for staff at Zero To Three to manage day to day operations of P-5 Cross-Sector Training Program.
- \$47,000 - Space includes the monthly rental costs, utilities, and building costs/maintenance charges for the office space used by Zero To Three.
- \$22,300 - Local and long-distance travel will include parking and mileage to attend community meetings, statewide conferences (e.g. Water Cooler Conference and First 5 CA Health, Education and Care Summit) and national convening's (Zero To Three Annual Conference, Program Division Meeting, and Zero To Three's Scientific Meeting)
- \$2,300 - Sub-contracts will include a contract with TOPYX (\$300), a learning management system, to maintain the on-line P-5 training platform, as well as honorariums (\$2,000) to support expert presenters for the P-5 training.
- \$53,400 - Other costs including printing/copying, postage, telephone, supplies, indirect costs and other expenses.

The program spending trends and projected FY 16-17 spending closely follow the five-year budget projection submitted by the grantee in the first year.

Initiative

Investment Category

Workforce Development

Legacy Investments

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

INVESTMENT CATEGORY:

Research and Evaluation

Initiative

Data Development and Integration

Investment Category

Research & Evaluation

Program Name

Data Consultant

Prior Year Revised Budget

\$8,000

Curr. Year Revised Budget

\$4,000

% Variance

-50.00%

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.

Spending Plan and Funding Methodology

FY 16-17 funds will cover 40 hours of consultant time at \$100 per hour.

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

Estimates for FY 16-17 are lower because staff anticipates a decreasing need for consultant support in this area.

Initiative

Data Development and Integration

Investment Category

Research & Evaluation

Program Name

Data Requests

Prior Year Revised Budget

\$9,000

Curr. Year Revised Budget

\$5,000

% Variance

-44.44%

Program Summary

External datasets allow First 5 LA to better understand and serve the children and families of LA County. Data sets may be purchased for planning and research purposes.

Spending Plan and Funding Methodology

FY 16-17 funds will be spent on datasets as they are identified. GIS datasets typically cost \$5,000+, while public records like birth files are \$200+.

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

Staff has not identified a specific data set that is needed for FY 16-17, so a lower amount was requested.

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Dissemination	\$42,000	\$15,000	-64.28%

Program Summary

Welcome Baby and Select Home Visitation are critical components 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 Welcome Baby and Select Home Visitation 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 16-17 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 of \$150 per year for license maintenance.

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

Maintenance costs for existing Tableau licenses are considerably lower than new licenses. No new licenses are expected this year.

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
First 5 LA Contracts and Grants Program Reporting Database	\$187,000	\$187,000	0.00%

Program Summary

First 5 LA invests in an organization-wide data system hosted externally that collects 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 16-17 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 (\$3,000)
- Custom interfaces with Financial Edge and GIFTS platforms (\$2,000)
- User fees, providing for up to 400 users at \$130 per user (\$52,000)

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%)

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Stronger Families Database	\$873,000	\$875,000	0.22%

Program Summary

Welcome Baby and Select Home Visiting are critical components of the 2015-2020 Strategic Plan, and the Stronger Families Database is the administrative structure to track the clients served by these programs. This budget item will support and continue the build-out of the Stronger Families Database. These data will include client-level information on services, screening, and assessments.

Spending Plan and Funding Methodology

Aside from the ongoing database hosting and maintenance, the system will be expanded in FY 16-17 to include better referral tracking for the Welcome Baby programs, create a supervisor module for Welcome Baby programs, support Tableau reporting and additional features requested by users. In addition, planning work will be done to eventually include Stronger Families Data in a countywide home visiting data warehouse.

FY 16-17 funds will support the following areas:

DATABASE DEVELOPMENT (\$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 (\$275,000)

For consultants, staff anticipates using about 1,200 hours of program development/management consultant time at \$125/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%)

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
WIC Data Mining Research Partnership	\$320,000	\$650,000	103.12%

Program Summary

With an emphasis on data in the strategic plan, WIC can provide both county level and community specific data. 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. The 2014 year survey and annual administrative data is available to help answer specific questions that may come up during the coming fiscal year. In addition, effective FY 16-17 they will be starting the 2017 WIC Survey which includes revising the survey, getting IRB approval, recruitment, and the beginning of data collection.

Spending Plan and Funding Methodology

This contract follows the federal fiscal year (July 1 - June 30). Therefore, staff estimated which costs from the current contract will remain at the end of FY 15-16 and approximately how much will be billed in FY 16-17 from the next contract term. FY 16-17 will consist of responding to data requests, research activities and publications, getting the 2016 WIC administrative data from the state and making it available and user-friendly. In addition, they will begin the 2017 WIC survey. 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 will cover the cost of data requests, dissemination activities, and reports.

- Estimate of remaining dollars on current contract to be billed in FY 16-17: \$110,000
- Estimate of dollars in next contract to be billed in FY 16-17: \$530,000 (\$320,000 for the survey, \$210,000 for data mining)
- Contingency: \$10,000

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

The FY 16-17 budget increases in order to add the costs associated with the planning and start of data collection for the 2017 WIC survey. This includes survey refinement and finalization, IRB, recruitment, and the first part of data collection. The costs related to the annual data mining portion of the project (approximately \$320k) remain the same.

Initiative	Investment Category
Data Partnership with Funders	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Children's Data Network (CDN)	\$900,000	\$900,000	0.00%

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 (MEL) 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 16-17 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 16-17:

STAFF (includes Project Team, USC IT staff, and a Research Scientist):
Staff Salary + Fringe = \$410,000

OTHER DIRECT COSTS (includes software, facilities, server, mileage, communications, dissemination, community meetings, publication costs, project supplies, etc.):
Other Direct Costs = \$300,000

SUBCONTRACTS/CONSULTANTS (includes website, data support at UCB, ongoing Conditions of Children Report support, communication support, etc.):
Other Costs = \$190,000

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

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Best Start Evaluation	\$374,000	\$734,000	96.25%

Program Summary

The Best Start Evaluation in FY 16-17 will focus on: (1) studying the implementation of Strategy 1 of the Communities Outcome area (including the implementation of Best Start community-identified investments) across communities to better understand what has happened as a result of those grants and what is being learned (through challenges and successes) and (2) developing and launching an evaluation of the broader community capacity building strategy being implemented as part of the Communities Outcome in First 5 LA's Strategic Plan. We anticipate the implementation evaluation would begin in July 2016 and continue through the fiscal year. The larger community capacity building evaluation would go through a full procurement (RFP) process, with a contractor starting in February 2017.

Spending Plan and Funding Methodology

Implementation Study: \$295,000

Focus Groups: \$140,000 (\$5000 per focus group -including preparation, focus group, and write up, 2 focus groups per community = 28 total)

Interviews: \$40,000 (Key informant interviews with grantees, Best Start Community Partnership members and First 5 LA staff. Estimate 40 interviews at \$1,000 per interview)

Survey: \$10,000 (contractor time to design, develop, and implement survey. Approximately 75 hours at average \$133/hour)

Analysis: \$20,000 (contractor time to analyze data from focus groups, interviews and surveys. Approximately 150 hours at average \$133/hour)

Reporting/Presentations: \$60,000 (assumes report writing and additional analyses, presentations to contractors and partnership members at a learning community, presentation to Best Start Communities (BSC) staff, presentation to Commissioners, as well as graphic design and translation of report of findings and a community-friendly report. Approximately 350 hours at \$133/hr. = \$46,550 and additional costs related to translation and report design = \$13,450)

Project management: \$25,000 (cost for general project oversight and management, communication with First 5 LA, and progress reporting). Estimated at 188 hours at average \$133/hr.

Community Capacity Building Evaluation: \$380,000

Assumes a February 2017 contract start date. Costs were estimated using the monthly burn rate for the Developmental Evaluation since it covered all 14 communities and is our best estimate of the time/staffing that would be required to do a comprehensive evaluation. The monthly burn rate for the Developmental Evaluation was \$95/hour, with an average of 1,000 hours per month, for a total of \$95,000 per month (\$95,000 per month for 4 months, February through June, including one month for start-up).

Evaluation Review: \$4,000 (rounded)

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.

Expert Panel: \$55,000

The expert panel will consist of 10 people and is based on a daily honorarium of \$1,000 per 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.

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

The increase in funding level reflects the implementation of two new evaluation activities related to the implementation of capacity building strategies approved in the 2015-2020 Strategic Plan.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Early Care and Education Policy Advocacy Fund Evaluation		\$243,000	0.00%

Program Summary

The ECE Policy and Advocacy Fund (ECE PAF) is a multi-year project focused on public policy and advocacy as one of its six investment areas outlined in First 5 LA's 2015-2020 Strategic Plan. This investment is in direct support of First 5 LA's target outcome area in Early Care and Education systems that lead to increased access to quality ECE. Given the strategic importance of this investment, its large scope and opportunities for learning, it is anticipated that there will be an evaluation of the project. The scope and duration of the evaluation will be determined in conjunction with First 5 LA Policy staff and ECE PAF intermediary. The intermediary will be responsible for developing an RFP and administering grants for the ECE PAF and is expected to come on board in Spring 2016. First 5 LA staff will then work with and the intermediary to determine the evaluation focus and priorities and incorporate evaluation expectations into the Policy Advocacy Grants RFP. We anticipate contracting with an evaluator in Fall 2016.

Spending Plan and Funding Methodology

Evaluation contract -

The FY 16-17 budget for this project was estimated based on the assumption that evaluation costs during the first year will be equal to 8% of the overall budget for the Partnership Grants component of the ECE Policy Advocacy Fund. Evaluation costs typically range from 5 to 10% of the initiative being evaluated. The FY 16-17 budget for Partnership Grants component of the ECE PAF is \$3,000,000 so the estimated budget for the evaluation is \$240,000.

External reviewers -

We anticipate contracting with an evaluator through an RFP or RFQ process, thus will need a budget for external reviewers. We are estimating a maximum of 6 applicants and 3 reviewers with a per proposal cost of \$150 = \$2,700.

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

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Obesity Prevention & Nutrition Collective Impact Evaluation	\$720,000	\$961,000	33.47%

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 collect qualitative and quantitative data, analyze the data, generate dissemination products, 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

FY 16-17 funds will be used to support data collection, analysis, and dissemination activities - including progress reports on analyses and draft and final versions of dissemination products.

The requested funding level is based the following activities anticipated for next year (estimates are based on FY 15-16 costs; direct costs are accounted for in these estimates):

- 1) Collecting Data (Key Informant Interviews, Focus Groups, Quantitative Data Acquisition): \$228,000
 - a. The contractors will collect qualitative data by conducting focus groups and key informant interviews. Quantitative data will be collected by reviewing RECO Grantee Reports and any existing Evaluation Reports.
 - b. This task will take approximately 1520 hours to complete (at \$150 per hour).
- 2) Analyzing Data (2 Progress Reports): \$458,000
 - a. The contractors will analyze all qualitative and quantitative data gathered during the data collection efforts. Draft tables, figures, summaries, maps, and models will be prepared and submitted to First 5 LA.
 - b. This task will take approximately 3053 hours to complete (at \$150 per hour).
- 3) Disseminating Findings (Draft and Final Versions of a Interim Study Brief, Interim Report, Interim Findings Presentation): \$206,000
 - a. The contractors will prepare draft and final versions of an Interim Study Brief, Interim Report, and Interim Results Presentation.
 - b. This task will take approximately 1373 hours to complete (at \$150 per hour).
- 4) Managing Overall Project (Monthly Progress Reports and Biweekly Teleconferences): \$69,000
 - a. The contractors will meet with First 5 LA on a biweekly basis. The contractors will also provide monthly progress memos to First 5 LA.
 - b. This task will take approximately 460 hours to complete (at \$150 per hour).

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

This is the second full year of a 4.5-year evaluation, with the majority of the evaluation activities occurring in Years 2 and 4. Years 2 and 4 have a greater focus in data collection and data analysis (respectively). Year 3 activities are expected to be less intensive and will mainly include some final data collection, some data analyses, and data maintenance. This explains the increase in funding level from Year 1 to Year 2.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Parent-Child Interaction Therapy Evaluation	\$47,000	\$125,000	165.95%

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 16-17 funds will be used to support data collection activities - including updated Protocols and Scripts for each of the three Interview groups (County Stakeholders, Parents of PCIT Clients, PCIT Therapists and Agency Staff Members).

The requested funding level is based the following activities anticipated for next year (estimates are based on FY 15-16 costs; direct costs are accounted for in these estimates):

1) Data Scan, Report, and Presentation: \$9,000

a. The contractors will conduct a scan of data that is being collected and available as a part of the PCIT Implementation Training project. This line item was originally on the FY 15-16 budget; however, due to collection and reporting issues it will not be completed (thus not paid out) in FY 15-16.

2) County-Level Stakeholder Interviews: \$35,000

a. The contractors will conduct interviews with PCIT stakeholders at the County-level. This cost also includes the analysis of interview data.

3) Parents of PCIT Clients Interviews: \$38,000

a. The contractors will conduct interviews with the parents of clients served by PCIT. The contractors will provide \$50 gift cards to all parents of PCIT clients who participate in the interviews (60 parents). This cost also includes the analysis of interview data.

4) PCIT Therapists & Agency Staff Members Interviews: \$35,000

a. The contractors will conduct interviews with therapists utilizing PCIT and also staff members at agencies who are utilizing PCIT. This cost also includes the analysis of interview data.

5) Project Management: \$8,000

a. The contractors will maintain ongoing communication with First 5 LA via monthly contacts (teleconferences and in-person meetings) and quarterly progress reports.

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

This is Year 3 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. Additionally, the contractors will be conducting a scan of data that is being collected and is available as a part of the PCIT Implementation Training project. This line item was originally on the FY 15-16 budget; however, due to collection and reporting delays, it will not be completed (and thus not paid out) in FY 15-16. These aforementioned factors explain the increase in funding level from Year 2 to Year 3.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Professional Development Program Evaluation	\$1,501,000	\$490,000	-67.35%

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 (FY 16-17 will be the last year of this multi-year study). Four of the five programs are implemented through subcontracts with LAUP through the ECE Workforce Consortium and are part of First 5 LA’s overall investment in the ECE workforce. The five 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 16-17 was determined by subtracting the total estimated amount for the study from the amount expected to be spent by the end of FY 15-16.

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

The most expensive evaluation activities (sample recruitment) took place in the earlier years of the study. The main activities for FY 16-17 are data analysis and dissemination of findings. The budget for FY 16-17 is therefore lower compared to previous years.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Quality Rating and Improvement System Evaluation		\$100,000	0.00%

Program Summary

This project is aligned with the 2015-2020 Strategic Plan in support of the outcome area of Early Care and Education Outcome (ECE) area. Within this outcome area, First 5 LA will focus on the improved quality of ECE services through increased provider capacity. One of the two strategies for this priority focus area is supporting implementation of a uniform Quality Rating and Improvement System (QRIS) within LA County to build the evidence base to support advocacy and policy change. This includes advocating for greater public investment in quality ECE. This evaluation will support our goals related to implementing a uniform QRIS in LA County and contributing to the evidence base. The purpose of the evaluation is to assess early implementation of Quality Start Los Angeles, a new QRIS in LA County currently in its second year, in order to identify what's working well and opportunities for improvement. A solicitation for this project is currently in development, with the goal of starting on April 18, 2016. On March 10, 2016 the First 5 LA Board of Commissioners authorized staff to receive funds and execute a contract with the Los Angeles County Office of Education (LACOE) for this project. The funding for this project is being provided by the Los Angeles County Office of Education.

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 major deliverables will include an evaluation plan, data collection protocols and instruments, an analysis plan and a final report. 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%)

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Universal Screening Psychometric Study	\$183,000	\$67,000	-63.38%

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.

Spending Plan and Funding Methodology

This study was contracted for 18 months beginning in FY 15-16. The FY 16-17 budget will include the final 7 months of this study. The FY 15-16 budget of \$183,000 included the first 11 months of the study.

The current amount will fund data analysis for the validity portion of the study and writing the overall reliability and validity report of the Modified Bridges for Newborns Screening Tool. It is estimated that \$66,800 will cover the costs of these tasks, which is based on an estimate of approximately 535 hours to complete the work at \$125 per hour.

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

The FY 16-17 budget will decrease because FY 15-16 was 11 months of the study which included data collection efforts, while FY 16-17 includes the final 7 months of the study with a primary focus on data analysis and report writing.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Welcome Baby Impact Study	\$183,000	\$1,035,000	465.57%

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. The Board of Commissioners approved the Welcome Baby Impact Study in September 2014 as part of an evaluation framework for the Welcome Baby program.

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 using a randomized control trial (RCT). RCTs are considered the gold-standard for impact evaluations. They utilize a methodologically rigorous research design that allows for the comparison of program participants to similar non-participants. Successful implementation of this evaluation design will allow First 5 LA to attribute changes in outcomes among the Welcome Baby participants to the Welcome Baby program. The Welcome Baby Impact Study will provide information to a variety of stakeholders about the effectiveness of Welcome Baby and is expected to support long-term sustainability efforts (e.g. Pay for Success contract).

Spending Plan and Funding Methodology

Welcome Baby Impact Evaluation:

The costs for the Welcome Baby Impact Study were determined by reviewing the Scope of Work (SOW) and budget submitted by American Institutes for Research (AIR) as part of the contracting process. The SOW indicates the following activities in FY 16-17: Institutional Review Board (IRB) approvals, piloting data collection protocol and instruments, recruiting and enrolling participants for primary data collection, collecting primary data, and project management. Direct costs (e.g. participant incentives) and travel costs were also included in the budget. A breakdown of the tasks and anticipated dollar amounts are listed below. Of note, in order to adequately address the research questions of interest to First 5 LA and potential partners, a large number (over 800) women and their children will be enrolled in this study. The process of recruiting, enrolling, and retaining a large number of participants is a labor intensive process that will require many hours of staff time, as well as travel for staff, study materials, and incentives for participants. Many of the tasks below are linked to the process of participant enrollment, retention and data collection accounting for the high study costs.

- IRB approval: \$32,000
- Pilot Data Collection Protocol and Instruments: \$66,000
- Recruit and Enroll Participants for Primary Data Collection: \$105,000
- Collect Primary Data Collection: \$59,000
- Project Management: \$32,000
- Materials & Supplies (includes incentives for families, printing, equipment for data collection and analysis): \$334,000
- Travel (used for travel to meetings with First 5 LA team and hospitals, and for data collection with families): \$19,000
- Contractual costs (includes data collection sub-contractor costs): \$200,000
- Consultant Costs (includes consultant planning and implementation study costs): \$148,000

Expert Consultant: \$40,000

The expert consultant travels quarterly to First 5 LA to consult with staff about the field of home visiting, potential improvements First 5 LA's home visiting investments and evaluation strategies. The expert also talks with staff via phone and email on an as needed basis. The funds will be used to compensate the expert for their time and to cover travel expenses. The funding level being requested is based on the FY 15-16 budget - The consultant's Scope of Work (SOW) is expected to be similar in FY 16-17 to the SOW for FY 15-16.

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

Costs are expected to increase in FY 16-17 as a contractor will be planning and conducting the impact evaluation for all 12 months. In FY 15-16, staff were engaged in procurement with a very short period of time at the end of the fiscal year (mid April 2016 to June 2016) when a contractor was conducting evaluation work.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Budget	% Variance
Welcome Baby Implementation and Outcomes Evaluation	\$515,000	\$775,000	50.48%

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 information 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.

Spending Plan and Funding Methodology

The anticipated FY 16-17 costs include:

- 1) Collect data: \$300,000
- 2) Analyze data: \$150,000
- 3) Work with Stronger Families Database Team to analyze data from the database: \$85,000
- 4) Design/recommend a system that will sustain monitoring of implementation and outcomes beyond the contract period \$90,000
- 5) Dissemination Activities: \$50,000
- 6) Manage the project: \$56,000
- 7) Referral Document review: \$35,000

An additional \$9,000 in contingency funding is included in the total FY 16-17 budget. The estimates above were calculated by examining the contractor's current payment schedule as well as the costs associated with other similar projects. The overall project length is April 2015-September 2017. The costs for the first 15 months 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 16-17 amount reflects the work that will be accomplished in this fiscal year. Direct and indirect costs are included in the budget amount.

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

The budget for FY 16-17 is significantly higher because the majority of data collection and analyses will take place in FY 16-17, while in FY 15-16 the work centered around planning, IRB approval, and only a few months of data collection.



ATTACHMENT D:

OPERATING BUDGET – SUMMARIES AND DETAIL TABLES BY DEPARTMENT

SUMMARIES

OPERATING COSTS SUMMARY FY 2016-17

	FY 2015-16			FY 2016-17				Proposed Budget	Variance from FY 2015-16
	Revised Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Program	Other Program (MAA)		
Personnel Services									
Total Salaries	12,387,038	11,785,481	601,557	1,313,529	3,447,377	8,771,734	52,489	13,585,129	1,198,091
Total Employee Benefits	3,980,943	3,148,026	832,917	294,258	1,004,897	2,741,672	21,914	4,062,741	81,798
Total Personnel Services	16,367,981	14,933,507	1,434,474	1,607,787	4,452,274	11,513,406	74,403	17,647,870	1,279,889
General Operating Expenses									
6131 ADP Payroll Charges	31,000	31,000	-	-	31,000	-	-	31,000	-
6132 Workers' Compensation Insurance	100,000	90,173	9,827	-	100,000	-	-	100,000	-
6202 Utilities	165,000	163,000	2,000	-	165,000	-	-	165,000	-
6203 Corporate Insurance	76,000	66,136	9,864	-	76,000	-	-	76,000	-
6205 Mileage and Parking	65,850	41,657	24,193	7,800	5,450	50,900	300	64,450	(1,400)
6206 Telephones and Modems	45,800	45,800	-	-	35,000	-	-	35,000	(10,800)
6207 Cell Phones and Mobile Devices	43,350	38,000	5,350	600	18,840	31,800	-	51,240	7,890
6208 Outside Printing	21,700	16,566	5,134	-	2,500	16,250	-	18,750	(2,950)
6209 Other Supplies	12,150	12,000	150	150	12,000	-	-	12,150	-
6210 Postage and Delivery	13,500	13,400	100	-	13,300	-	-	13,300	(200)
6211 Educational Supplies	5,300	818	4,482	-	-	1,450	-	1,450	(3,850)
6212 Office Supplies	79,780	58,375	21,405	8,500	54,920	17,000	220	80,640	860
6214 Subscriptions and Publications	9,860	4,096	5,764	-	4,160	5,900	-	10,060	200
6218 Equipment Rental	118,200	110,000	8,200	-	118,200	-	-	118,200	-
6220 Building Repairs and Maintenance	180,000	180,000	-	-	180,000	-	-	180,000	-
6221 Equipment Repairs and Maintenance	27,000	5,173	21,827	-	25,000	1,000	-	26,000	(1,000)
6222 Offsite Storage	23,700	17,397	6,303	-	13,700	6,000	-	19,700	(4,000)
6223 Hardware and Software Maintenance	228,000	200,405	27,595	-	220,000	600	-	220,600	(7,400)
6230 Miscellaneous Service Charges	27,000	12,000	15,000	-	12,000	-	15,000	27,000	-
6231 Miscellaneous/Contingency	70,200	44,295	25,905	50,000	25,000	-	-	75,000	4,800
Total General Operating Expenses	1,343,390	1,150,292	193,098	67,050	1,112,070	130,900	15,520	1,325,540	(17,850)
Professional Services									
6502 Audit	70,000	70,000	-	-	70,000	-	-	70,000	-
6504 Legal	175,000	162,000	13,000	175,000	-	-	-	175,000	-
6507 Professional Dues	86,350	22,950	63,400	3,000	23,500	58,552	-	85,052	(1,298)
6508 First 5 California Association	50,000	50,000	-	70,000	-	-	-	70,000	20,000
6509 Professional Development	202,945	75,327	127,618	14,000	175,500	76,500	-	266,000	63,055
6512 Staff Recruitment	25,000	16,902	8,098	-	25,000	-	-	25,000	-
6514 Commission Stipends	34,000	33,000	1,000	34,000	-	-	-	34,000	-
6606 Human Resources Related Costs	68,000	36,000	32,000	-	78,000	-	-	78,000	10,000
Total Professional Services	711,295	466,179	245,116	296,000	372,000	135,052	-	803,052	91,757
Consultant Services									
6601 Consultant Fees	1,488,705	1,079,190	409,515	150,000	780,000	200,000	78,000	1,208,000	(280,705)
6602 Other Professional Fees	276,950	269,000	7,950	-	276,950	-	-	276,950	-
6603 External Reviewers	12,800	12,800	-	-	8,000	-	-	8,000	(4,800)
Total Consultant Services	1,778,455	1,360,990	417,465	150,000	1,064,950	200,000	78,000	1,492,950	(285,505)
Travel and Meeting Expenses									
6701 Airfare	95,242	37,230	58,012	6,600	16,092	66,200	600	89,492	(5,750)
6702 Program Events	40,000	40,000	-	-	-	-	-	-	(40,000)
6703 Lodging	95,276	45,332	49,944	4,900	25,526	67,500	800	98,726	3,450
6704 Conference Registration	101,665	69,428	32,237	3,500	37,585	77,200	1,000	119,285	17,620
6706 Local Meetings	94,320	33,552	60,768	17,500	17,600	36,100	500	71,700	(22,620)
6707 Per Diem	46,738	25,211	21,527	3,300	12,018	35,500	500	51,318	4,580
Total Travel and Meeting Expenses	473,241	250,752	222,489	35,800	108,821	282,500	3,400	430,521	(42,720)
Capital Improvements									
6216 Capital Outlay	120,000	100,000	20,000	-	75,000	-	-	75,000	(45,000)
6302 Capital Improvements	-	-	-	-	20,000	-	-	20,000	20,000
Total Capital Improvements	120,000	100,000	20,000	-	95,000	-	-	95,000	(25,000)
Total Operating Expenses	20,794,362	18,261,721	2,532,641	2,156,637	7,205,115	12,261,858	171,323	21,794,933	1,000,571

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GOVERNANCE AND EXECUTIVE SUMMARY FY 2016-17

	FY 2015-16	FY 2016-17			
	Revised Budget	Board of Commissioners	Executive	Proposed Budget	Variance from FY 2015-16
Personnel Services					
Total Salaries	710,091	-	1,313,529	1,313,529	603,438
Total Employee Benefits	194,998	-	294,258	294,258	99,260
Total Personnel Services	905,089	-	1,607,787	1,607,787	702,698
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	6,500	3,800	4,000	7,800	1,300
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	-	-	600	600	600
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	45,200	-	50,000	50,000	4,800
Total General Operating Expenses	60,350	7,450	59,600	67,050	6,700
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	-	70,000	70,000	20,000
6509 Professional Development	12,100	10,000	4,000	14,000	1,900
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	34,000	34,000	-	34,000	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	274,100	44,000	252,000	296,000	21,900
Consultant Services					
6601 Consultant Fees	150,000	50,000	100,000	150,000	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	150,000	50,000	100,000	150,000	-
Travel and Meeting Expenses					
6701 Airfare	6,600	1,900	4,700	6,600	-
6703 Lodging	4,900	1,900	3,000	4,900	-
6704 Conference Registration	3,500	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	35,800	15,800	20,000	35,800	-
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	1,425,339	117,250	2,039,387	2,156,637	731,298

ADMINISTRATION SUMMARY FY 2016-17

	FY 2015-16	FY 2016-17									Proposed Budget	Variance from FY 2015-16
	Revised Budget	Chief Administrative	Contract Compliance	Facilities Management	Finance	Grants Management	Human Resources	Information Technology	Office of Strategic Planning and Implementation			
Personnel Services												
Total Salaries	3,216,099	291,780	544,953	-	677,051	588,651	626,677	532,632	185,633		3,447,377	231,278
Total Employee Benefits	984,796	82,176	176,654	-	213,423	195,515	125,586	164,150	47,393		1,004,897	20,101
Total Personnel Services	4,200,895	373,956	721,607	-	890,474	784,166	752,263	696,782	233,026		4,452,274	251,379
General Operating Expenses												
6131 ADP Payroll Charges	31,000	-	-	-	31,000	-	-	-	-	-	31,000	-
6132 Workers' Compensation Insurance	100,000	-	-	-	100,000	-	-	-	-	-	100,000	-
6202 Utilities	165,000	-	-	165,000	-	-	-	-	-	-	165,000	-
6203 Corporate Insurance	76,000	-	-	-	76,000	-	-	-	-	-	76,000	-
6205 Mileage and Parking	4,950	700	700	-	400	1,650	500	1,000	500	5,450	500	
6206 Telephones and Modems	45,000	-	-	-	-	-	-	35,000	-	35,000	(10,000)	
6207 Cell Phones and Mobile Devices	17,250	-	-	-	1,200	1,440	600	15,000	600	18,840	1,590	
6208 Outside Printing	-	-	-	-	2,500	-	-	-	-	2,500	-	
6209 Other Supplies	12,000	-	-	12,000	-	-	-	-	-	12,000	-	
6210 Postage and Delivery	13,500	-	100	13,200	-	-	-	-	-	13,300	(200)	
6211 Educational Supplies	-	-	-	-	-	-	-	-	-	-	-	
6212 Office Supplies	51,920	1,500	3,000	29,000	2,000	1,000	2,700	15,000	720	54,920	3,000	
6214 Subscriptions and Publications	4,160	-	-	-	-	-	3,800	-	360	4,160	-	
6218 Equipment Rental	118,200	-	-	118,200	-	-	-	-	-	118,200	-	
6220 Building Repairs and Maintenance	180,000	-	-	180,000	-	-	-	-	-	180,000	-	
6221 Equipment Repairs and Maintenance	25,000	-	-	20,000	-	-	-	5,000	-	25,000	-	
6222 Offsite Storage	13,700	-	-	9,200	-	-	-	4,500	-	13,700	-	
6223 Hardware and Software Maintenance	220,000	-	-	-	-	-	-	220,000	-	220,000	-	
6230 Miscellaneous Service Charges	12,000	-	-	-	12,000	-	-	-	-	12,000	-	
6231 Miscellaneous/Contingency	25,000	-	-	25,000	-	-	-	-	-	25,000	-	
Total General Operating Expenses	1,117,180	2,200	3,800	571,600	225,100	4,090	7,600	295,500	2,180	1,112,070	(5,110)	
Professional Services												
6502 Audit	70,000	-	-	-	70,000	-	-	-	-	70,000	-	
6504 Legal	-	-	-	-	-	-	-	-	-	-	-	
6507 Professional Dues	23,850	-	500	15,000	1,000	7,000	-	-	-	23,500	(350)	
6508 First 5 California Association	-	-	-	-	-	-	-	-	-	-	-	
6509 Professional Development	113,295	2,000	30,500	-	4,000	5,000	125,000	7,000	2,000	175,500	62,205	
6512 Staff Recruitment	25,000	-	-	-	-	-	25,000	-	-	25,000	-	
6514 Commission Stipends	-	-	-	-	-	-	-	-	-	-	-	
6606 Human Resources Related Costs	68,000	-	-	-	-	-	78,000	-	-	78,000	10,000	
Total Professional Services	300,145	2,000	31,000	15,000	75,000	12,000	228,000	7,000	2,000	372,000	71,855	
Consultant Services												
6601 Consultant Fees	1,000,205	25,000	40,000	-	25,000	-	150,000	200,000	340,000	780,000	(220,205)	
6602 Other Professional Fees	276,950	-	-	269,000	-	-	7,950	-	-	276,950	-	
6603 External Reviewers	8,000	-	8,000	-	-	-	-	-	-	8,000	-	
Total Consultant Services	1,285,155	25,000	48,000	269,000	25,000	-	157,950	200,000	340,000	1,064,950	(220,205)	
Travel and Meeting Expenses												
6701 Airfare	16,092	1,000	3,500	-	2,800	4,500	1,500	792	2,000	16,092	-	
6703 Lodging	23,726	1,200	5,000	-	3,000	9,000	4,000	926	2,400	25,526	1,800	
6704 Conference Registration	36,165	1,500	7,000	-	1,800	11,485	8,000	3,000	4,800	37,585	1,420	
6706 Local Meetings	34,920	1,500	2,000	-	600	500	2,000	1,000	10,000	17,600	(17,320)	
6707 Per Diem	11,818	1,000	2,500	-	1,900	3,750	1,500	408	960	12,018	200	
Total Travel and Meeting Expenses	122,721	6,200	20,000	-	10,100	29,235	17,000	6,126	20,160	108,821	(13,900)	
Capital Improvements												
6216 Capital Outlay	120,000	-	-	-	-	-	-	75,000	-	75,000	(45,000)	
6302 Capital Improvements	-	-	-	20,000	-	-	-	-	-	20,000	20,000	
Total Capital Improvements	120,000	-	-	20,000	-	-	-	75,000	-	95,000	(25,000)	
Total Department Expenses	7,146,096	409,356	824,407	875,600	1,225,674	829,491	1,162,813	1,280,408	597,366	7,205,115	59,019	

PROGRAM SUMMARY FY 2016-17

		FY 2015-16	FY 2016-17								
		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 2015-16
Personnel Services											
	Total Salaries	8,406,784	227,196	2,719,871	577,445	973,114	1,555,528	1,290,457	1,428,123	8,771,734	364,950
	Total Employee Benefits	2,779,386	55,443	815,141	201,824	290,977	529,469	387,564	461,254	2,741,672	(37,714)
	Total Personnel Services	11,186,170	282,639	3,535,012	779,269	1,264,091	2,084,997	1,678,021	1,889,377	11,513,406	327,236
General Operating Expenses											
	6131 ADP Payroll Charges	-	-	-	-	-	-	-	-	-	-
	6132 Workers' Compensation Insurance	-	-	-	-	-	-	-	-	-	-
	6202 Utilities	-	-	-	-	-	-	-	-	-	-
	6203 Corporate Insurance	-	-	-	-	-	-	-	-	-	-
	6205 Mileage and Parking	54,100	500	35,000	800	3,500	4,300	4,800	2,000	50,900	(3,200)
	6206 Telephones and Modems	800	-	-	-	-	-	-	-	-	(800)
	6207 Cell Phones and Mobile Devices	26,100	-	19,800	3,000	3,000	3,000	3,000	-	31,800	5,700
	6208 Outside Printing	19,200	-	-	-	750	-	15,500	-	16,250	(2,950)
	6209 Other Supplies	-	-	-	-	-	-	-	-	-	-
	6210 Postage and Delivery	-	-	-	-	-	-	-	-	-	-
	6211 Educational Supplies	5,300	-	1,200	-	250	-	-	-	1,450	(3,850)
	6212 Office Supplies	18,860	500	4,000	1,000	3,500	2,200	4,000	1,800	17,000	(1,860)
	6214 Subscriptions and Publications	5,700	500	-	750	2,500	400	1,500	250	5,900	200
	6218 Equipment Rental	-	-	-	-	-	-	-	-	-	-
	6220 Building Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-
	6221 Equipment Repairs and Maintenance	2,000	-	1,000	-	-	-	-	-	1,000	(1,000)
	6222 Offsite Storage	10,000	-	-	-	-	-	6,000	-	6,000	(4,000)
	6223 Hardware and Software Maintenance	8,000	-	-	-	-	-	600	-	600	(7,400)
	6230 Miscellaneous Service Charges	-	-	-	-	-	-	-	-	-	-
	6231 Miscellaneous/Contingency	-	-	-	-	-	-	-	-	-	-
	Total General Operating Expenses	150,060	1,500	61,000	5,550	13,500	9,900	35,400	4,050	130,900	(19,160)
Professional Services											
	6502 Audit	-	-	-	-	-	-	-	-	-	-
	6504 Legal	-	-	-	-	-	-	-	-	-	-
	6507 Professional Dues	59,500	44,000	4,800	2,500	2,000	2,500	1,252	1,500	58,552	(948)
	6508 First 5 California Association	-	-	-	-	-	-	-	-	-	-
	6509 Professional Development	77,550	1,500	40,000	5,000	8,000	8,000	7,000	7,000	76,500	(1,050)
	6512 Staff Recruitment	-	-	-	-	-	-	-	-	-	-
	6514 Commission Stipends	-	-	-	-	-	-	-	-	-	-
	6606 Human Resources Related Costs	-	-	-	-	-	-	-	-	-	-
	Total Professional Services	137,050	45,500	44,800	7,500	10,000	10,500	8,252	8,500	135,052	(1,998)
Consultant Services											
	6601 Consultant Fees	260,500	25,000	25,000	-	-	-	-	150,000	200,000	(60,500)
	6602 Other Professional Fees	-	-	-	-	-	-	-	-	-	-
	6603 External Reviewers	-	-	-	-	-	-	-	-	-	-
	Total Consultant Services	260,500	25,000	25,000	-	-	-	-	150,000	200,000	(60,500)
Travel and Meeting Expenses											
	6701 Airfare	71,950	2,000	9,000	7,000	20,000	8,700	8,500	11,000	66,200	(5,750)
	6702 Program Events	40,000	-	-	-	-	-	-	-	-	(40,000)
	6703 Lodging	65,850	3,000	12,000	9,000	7,000	11,000	9,500	16,000	67,500	1,650
	6704 Conference Registration	61,000	3,000	15,000	13,500	7,000	14,000	20,000	4,700	77,200	16,200
	6706 Local Meetings	41,400	1,700	7,500	3,000	10,000	4,900	5,000	4,000	36,100	(5,300)
	6707 Per Diem	31,120	1,500	6,500	3,000	4,000	6,000	5,500	9,000	35,500	4,380
	Total Travel and Meeting Expenses	311,320	11,200	50,000	35,500	48,000	44,600	48,500	44,700	282,500	(28,820)
Capital Improvements											
	6216 Capital Outlay	-	-	-	-	-	-	-	-	-	-
	6302 Capital Improvements	-	-	-	-	-	-	-	-	-	-
	Total Capital Improvements	-	-	-	-	-	-	-	-	-	-
	Total Department Expenses	12,045,100	365,839	3,715,812	827,819	1,335,591	2,149,997	1,770,173	2,096,627	12,261,858	216,758

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OTHER PROGRAM ACTIVITIES SUMMARY FY 2016-17
(Medi-Cal Administrative Activities)

	FY 2015-16	FY 2016-17		
	Revised Budget	Medi-Cal Administration	Proposed Budget	Variance from FY 2015-16
Personnel Services				
Total Salaries	54,064	52,489	52,489	(1,575)
Total Employee Benefits	21,763	21,914	21,914	151
Total Personnel Services	75,827	74,403	74,403	(1,424)
General Operating Expenses				
6131 ADP Payroll Charges	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-
6202 Utilities	-	-	-	-
6203 Corporate Insurance	-	-	-	-
6205 Mileage and Parking	300	300	300	-
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	220	220	(280)
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	15,000	15,000	15,000	-
6231 Miscellaneous/Contingency	-	-	-	-
Total General Operating Expenses	15,800	15,520	15,520	(280)
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	600	600	600	-
6703 Lodging	800	800	800	-
6704 Conference Registration	1,000	1,000	1,000	-
6706 Local Meetings	500	500	500	-
6707 Per Diem	500	500	500	-
Total Travel and Meeting Expenses	3,400	3,400	3,400	-
Capital Improvements				
6216 Capital Outlay	-	-	-	-
6302 Capital Improvements	-	-	-	-
Total Capital Improvements	-	-	-	-
Total Department Expenses	173,027	171,323	171,323	(1,704)

DETAIL BY DEPARTMENT

BEST START COMMUNITIES

Authorized Positions

Director	1
Assistant Directors	2
Senior Program Officers	5
Program Officers	15
Administrative Assistants	2
Senior Program Support Staff (term-limited)	1
Program Support Staff (term-limited)	6
Total	32

Administrative Coordinators (7 part-time, temporary) 11,500 hours

The Best Start Communities (BSC) Department is responsible for overseeing First 5 LA's place-based effort and overall community capacity building activities, including coordination with other departments and across outcome areas to ensure the integration of the countywide strategies at the community level. The BSC FY 2016-17 Operating Budget has been structured around implementing the 2015-2020 Strategic Plan. BSC staff have a variety of responsibilities related to developing, refining and implementing components of the Communities Outcome Area related to performing the following functions:

- Planning and designing programs and projects to achieve the vision and goals of Best Start;
- Managing relationships with community members including parents, residents, businesses, organizations (i.e., public and private) and funders;
- Developing funding mechanisms (i.e., solicitations and RFP/Qs) related to implementing community-identified investments;
- Negotiating, executing and monitoring contracts to ensure successful implementation of activities and achievement of objectives and outcomes; monitoring contractor performance, timeline and deliverables; guiding, advising and problem-solving as needed and/or requested by contractors;
- Providing infrastructure support (i.e. programmatic, administrative, and capacity building) to Best Start Community Partnerships;
- Reporting on Best Start activities via stories, videos, and media; providing Board updates (e.g., reports, presentations and discussions); and developing reports;
- Leveraging and mobilizing resources to advance and sustain First 5 LA's place-based work; and
- Providing technical assistance to contractors and vendors

COMMUNITIES STRATEGY #1: SHARED VISION & COLLECTIVE ACTION

This strategy focuses on convening and creating opportunities for collaboration among parents/caregivers, residents, organizations, and institutions across multiple sectors to work together to improve community conditions for children and families. This strategy includes two program areas: (A) Community Engagement; and (B) Community Partnerships.

A. Community Engagement

This program area calls for First 5 LA to provide seed funding for Community Partnerships to build social capacity and promote civic engagement, as well as bring organizations and members of the larger community together to improve coordinated services delivery. Community Engagement includes the following components:

- Community-Identified Investments (aka Community-Identified Projects)
- Resident Engagement (i.e., Neighborhood Action Councils and Resident Outreach Coordinators)
- Community Advisory Council

B. Community Partnerships

Best Start is a community-building approach that focuses on the development of Community Partnerships (Partnerships) as a vehicle to advance outcomes that ultimately result in improved community capacity to support families. This program area supports training and technical assistance (TA) to ensure that the existing 14 Best Start Community Partnerships become high-functioning, results-focused and sustainable. Community Partnerships include three areas of work:

- Infrastructure Support
- Coaching and Technical Assistance
- Learning Communities

COMMUNITIES STRATEGY #2: COORDINATED SERVICES & SUPPORTS

This strategy focuses on improving service coordination within formal and informal community resource networks that serve Best Start communities. This area of work is in an exploratory phase. Resources are allocated for:

- Consultant support
- Funding for initial implementation of the project (including capacity building grants and associated procurement costs)

COMMUNITIES STRATEGY #3: BUILT ENVIRONMENT POLICY & ADVOCACY

This strategy focuses on convening and strengthening the capacity of existing advocacy groups to work with parents and residents in Best Start communities to create and/or improve policies and practices around the built environment (e.g. parks, transportation, and joint use). Funding supports two strategies:

- Support for build environment advocates selected through a procurement process
- Resources for staff to take advantage of immediate and emerging leveraging opportunities

CROSS-STRATEGY INVESTMENTS

Capacity building is the core activity across strategies in the Communities Outcome area. The purpose of First 5 LA's capacity building approach is to strengthen the ability of communities to support families, build parent/resident participation in their community, improve coordination of the systems that serve families, and support enhancements to the environments in which families live, learn, play and work. This initiative includes two program areas: (A) Capacity Building Consortium; and (B) Communications & Marketing.

A. Capacity Building Consortium (CBC)

The CBC is the capacity building arm of the Communities Outcome area. It will provide resources and expertise related to all three strategies of the Communities Outcome area, include the following:

- Capacity building support
- Specialized training and technical assistance
- Learning Communities
- On-the-ground coordination of capacity building support

B. Communications & Marketing

Best Start communications and marketing activities will support all three strategies in the Communities Outcome area, with particular emphasis on strengthening community-level communications skills, building relationships with key stakeholders, and effectively conveying the Best Start story in an effort to develop broad support for and engagement in Best Start. Communications & Marketing includes the following components:

- General Best Start Marketing & Communications
- Communications Capacity Building/Community-Specific Marketing

BEST START COMMUNITIES

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	2,439,011	2,439,011	2,237,007	2,719,871	280,860
Total Employee Benefits	816,164	816,164	582,326	815,141	(1,023)
Total Personnel Services	3,255,175	3,255,175	2,819,333	3,535,012	279,837
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	38,400	38,400	22,856	35,000	(3,400)
6206 Telephones and Modems	-	800	800	-	(800)
6207 Cell Phones and Mobile Devices	18,000	18,000	16,020	19,800	1,800
6208 Outside Printing	2,500	2,500	926	-	(2,500)
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	4,800	4,800	341	1,200	(3,600)
6212 Office Supplies	6,160	6,160	1,424	4,000	(2,160)
6214 Subscriptions and Publications	-	-	-	-	-
6218 Equipment Rental	-	-	-	-	-
6220 Building Repairs and Maintenance	-	-	-	-	-
6221 Equipment Repairs and Maintenance	2,000	2,000	216	1,000	(1,000)
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	76,860	77,660	42,583	61,000	(16,660)
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	4,800	4,800	-	4,800	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	45,000	45,000	5,401	40,000	(5,000)
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	49,800	49,800	5,401	44,800	(5,000)
Consultant Services					
6601 Consultant Fees	50,000	50,000	47,990	25,000	(25,000)
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	50,000	50,000	47,990	25,000	(25,000)
Travel and Meeting Expenses					
6701 Airfare	22,500	22,500	1,991	9,000	(13,500)
6703 Lodging	16,050	16,050	6,665	12,000	(4,050)
6704 Conference Registration	15,000	15,000	10,174	15,000	-
6706 Local Meetings	20,000	19,200	4,923	7,500	(11,700)
6707 Per Diem	8,470	8,470	3,854	6,500	(1,970)
Total Travel and Meeting Expenses	82,020	81,220	27,606	50,000	(31,220)
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	3,513,855	3,513,855	2,942,914	3,715,812	201,957

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Best Start Communities	\$3,513,855.00	\$3,715,813.00	5.75%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$38,400.00	\$35,000.00	-8.85%

Description

Provides for mileage and parking expense reimbursement for up to 33 staff who use their private vehicles in the course of conducting Commission business. During FY 2016-2017, BSC staff will participate in external meetings that relate to the implementation of community strategies and activities, capacity building, learning communities, as well as increased opportunities to participate in staff development activities and networking with other organizations to leverage resources for the 14 Best Start communities (e.g., county departments, local foundations, etc.). Monthly mileage and parking reimbursements can range from \$10 to \$400 per month depending on the distance driven. For example, staff who work in the Lancaster and Palmdale communities generally have higher mileage reimbursements due to the distance of those communities from the First 5 LA office.

Cell Phones & Mobile Devices	\$18,000.00	\$19,800.00	10.00%
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Description

Per First 5 LA's Mobile Device Policy, eligible BSC staff who are required to be accessible while working outside of the office or during after-hours are provided a monthly reimbursement of \$50 for use of his/her personal mobile device. Cell phone reimbursements will be paid to 24 full-time and 7 term-limited staff (i.e., Program Support Staff). Temporary staff who are hired through OfficeTeam and Ajilon (i.e., contracted temporary staffing agencies) will receive monthly cell phone reimbursements directly from the temp agencies. NOTE: BSC Administrative Assistants are not included in the calculation for monthly cell phone reimbursement.

Educational Supplies	\$4,800.00	\$1,200.00	-75.00%
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Description

Provides for expenses such as books, videos and other educational resources related to place-based work, community change efforts, community engagement and the Building Stronger Families Framework. Books will be purchased for the BSC Department resource library and for individual staff use (i.e., 27 full-time staff).

Office Supplies	\$6,160.00	\$4,000.00	-35.06%
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Description

Provides for consumable office supplies for the department at an estimate of \$75 per year per employee. This line item also includes 8 boxes of paper per month to cover printing for the department, ink cartridges for the BSC Director's printer, and the monthly fee for a confidential documents bin (i.e., The Shredder).

Equipment Repairs & Maintenance	\$2,000.00	\$1,000.00	-50.00%
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Description

Provides for expenses related to the ongoing maintenance required for the department's interpretation equipment (i.e., headsets and receivers).

Dues & Subscriptions	\$4,800.00	\$4,800.00	0.00%
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Description

Provides for memberships to professional associations in order to increase staff networking opportunities and connections to other professionals implementing place-based and other relevant grantmaking efforts. Memberships generally range from \$75 to \$200 per year.

Professional Development (Lic.)	\$45,000.00	\$40,000.00	-11.11%
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Description

Provides for expenses related to individual (\$1,000-\$1,500 / staff) and group professional development activities that are in alignment with department goals. Each BSC staff member will have access to professional development opportunities that increase their competencies and capacities to effectively implement place-based work, maintain and develop effective relationships, and other content areas to be determined annually in consultation with BSC leadership and/or managers.

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 Fees	\$50,000.00	\$25,000.00	-50.00%
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Description

Provides for consultant and contractor support directly to BSC staff for work areas that have been identified as requiring expertise to implement components of Best Start Communities. The BSC Department also anticipates using consultants or contractors to assist with providing individual and group coaching to staff, as well as facilitating at least two department and one manager's retreat annually.

Airfare	\$22,500.00	\$9,000.00	-60.00%
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Description

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

Lodging	\$16,050.00	\$12,000.00	-25.23%
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Description

Provides for lodging at professional conferences, meetings or other business-related travel held outside Los Angeles County and greater than 100 miles roundtrip from the employee's current commute to First 5 LA. Examples of anticipated conferences include: Grantmakers for Effective Organizations, Alliance for Strong Families and Communities, Grants Managers Network, First 5 California and First 5 Association Staff Development Summits, National Forum on Place-Based Initiatives, Southern California Grantmakers, Advancement Project Water Cooler Conferences, Collective Impact Forum Convenings, and the National Family & Community Engagement Conference. Approval from the BSC Director will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.

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

Provides for registration expenses for professional conferences or trainings. Examples of anticipated conferences include: Grantmakers for Effective Organizations, Alliance for Strong Families and Communities, Grants Managers Network, First 5 California and First 5 Association Staff Development Summits, National Forum on Place-Based Initiatives, Southern California Grantmakers, Advancement Project Water Cooler Conferences, Collective Impact Forum Convenings, and the National Family & Community Engagement Conference.

Meeting Exp.	\$19,200.00	\$7,500.00	-60.93%
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Description

Provides for expenses related to internal and external meetings attended by Commissioners, staff, consultants, contractors, community members and other guests. Examples of meetings include offsite staff retreats and quarterly contractors meetings. Meeting expenses may include facility rentals, catering, materials, etc. This line-item also includes ongoing meeting support (e.g., interpretation) for Community Partnership members to actively participate in Commission-related meetings (e.g., monthly Commission meeting, Program & Planning Committee, etc.).

Per Diem/Meals	\$8,470.00	\$6,500.00	-23.25%
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Description

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

BOARD OF COMMISSIONERS

Authorized Positions

<i>Commissioners</i>	9
Sheila James Kuehl, Los Angeles County Supervisor, Chair Judy Abdo, Vice Chair Nancy Haruye Au Jane Boeckmann Duane Dennis Cynthia A. Harding, M.P.H. Christopher Thompson, M.D. Joseph Ybarra Jr., Ph.D. Marlene Zepeda, Ph.D.	
<i>Ex-Officio Commissioners</i>	4
Philip L. Browning Patricia Curry Karla Pleitéz Howell Deanne Tilton	
<i>Alternate Commissioners</i>	6
Suzanne Bostwick Dayton Gilleland Terry Ogawa Vacant William Arroyo, M.D. Sylvia S. Swilley, M.D.	
Total	19

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

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	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	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	3,500	-	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	7,450	3,800	7,450	-
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	-	-	-	-	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	9,600	9,600	-	10,000	400
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	34,000	34,000	33,000	34,000	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	43,600	43,600	33,000	44,000	400
Consultant Services					
6601 Consultant Fees	50,000	50,000	14,400	50,000	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	50,000	50,000	14,400	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	10,000	1,939	10,000	-
6707 Per Diem	1,500	1,500	-	1,500	-
Total Travel and Meeting Expenses	15,800	15,800	1,939	15,800	-
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	116,850	116,850	53,139	117,250	400

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Board of Commissioners	\$116,850.00	\$117,250.00	0.34%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$3,800.00	\$3,800.00	0.00%

Description

Mileage reimbursement and payment of parking expenses to Commissioners when private vehicles are used in the course of conducting Commission business.

Other Supplies \$150.00 \$150.00 0.00%

Description

Payment of expenses related to supplies other than administrative (e.g. plaques, awards, etc.).

Office Supplies \$3,500.00 \$3,500.00 0.00%

Description

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

Professional Development (Lic.) \$9,600.00 \$10,000.00 4.16%

Description

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.

Commissioners Stipends \$34,000.00 \$34,000.00 0.00%

Description

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 Fees \$50,000.00 \$50,000.00 0.00%

Description

Payment for transcription services for Board of Commission meetings, Board evaluation and Executive Director's evaluation.

Airfare \$1,900.00 \$1,900.00 0.00%

Description

Payment of airfare expenses to and from professional conferences and seminars outside of the Los Angeles area.

Lodging \$1,900.00 \$1,900.00 0.00%

Description

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

Conference/Training Registrations \$500.00 \$500.00 0.00%

Description

Payment of registration expenses for professional conferences and seminars.

Meeting Exp. \$10,000.00 \$10,000.00 0.00%

Description

Payment of expenses related to meetings attended by Commissioners, County Counsel, legal counsel, staff and guests.

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

Description

Travel stipend for various daily expenses incurred while attending professional conferences and seminars outside of the Los Angeles area.

CHIEF ADMINISTRATIVE

Authorized Positions

Senior Director of Administration	1
Records Retention Management Manager	1
Administrative Assistant	1
Total	3

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, records retention and grants management.

CHIEF ADMINISTRATIVE

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	230,538	230,538	66,000	291,780	61,242
Total Employee Benefits	57,615	57,615	25,475	82,176	24,561
Total Personnel Services	288,153	288,153	91,475	373,956	85,803
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	700	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	-	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	-	2,200	-
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	-	-	-	-	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	2,000	2,000	-	2,000	-
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	2,000	2,000	-	2,000	-
Consultant Services					
6601 Consultant Fees	25,000	25,000	-	25,000	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	25,000	25,000	-	25,000	-
Travel and Meeting Expenses					
6701 Airfare	1,000	1,000	-	1,000	-
6703 Lodging	1,200	1,200	-	1,200	-
6704 Conference Registration	1,500	1,500	-	1,500	-
6706 Local Meetings	1,500	1,500	-	1,500	-
6707 Per Diem	1,000	1,000	-	1,000	-
Total Travel and Meeting Expenses	6,200	6,200	-	6,200	-
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	323,553	323,553	91,475	409,356	85,803

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Chief Administrative	\$323,553.00	\$409,356.00	26.52%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$700.00	\$700.00	0.00%

Description

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

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

Provides general office supplies for the department staff.

Professional Development (Lic.)	\$2,000.00	\$2,000.00	0.00%
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Description

Provides for professional development training opportunities.

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

Provides for payment to Consultants and Contractors hired to provide support to the office of the CAO.

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

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

Lodging	\$1,200.00	\$1,200.00	0.00%
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Description

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

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

Provides for registration expenses for professional conferences.

Meeting Exp.	\$1,500.00	\$1,500.00	0.00%
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Description

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

Per Diem/Meals	\$1,000.00	\$1,000.00	0.00%
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Description

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

CHIEF PROGRAM

Authorized Positions

Vice President of Programs	1
Executive Assistant	1
Total	2

The Vice President of Programs 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 and the Executive Vice President 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 Vice President (VP) of Programs; the VP 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 VP.

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.

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Chief Program	\$385,269.00	\$365,839.00	-5.04%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$500.00	\$500.00	0.00%

Description

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

Office Supplies	\$500.00	\$500.00	0.00%
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Description

Provides for general office supplies for Department staff.

Subscription & Publications Gen	\$500.00	\$500.00	0.00%
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Description

Provides for subscription services and publications of professional organizations.

Dues & Subscriptions	\$44,000.00	\$44,000.00	0.00%
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Description

This provides for dues and memberships to professional organizations in support of organization wide work including: LA Chamber of Commerce, Grantmakers for Education, Grantmakers for Health, and Grantmakers for Effective Organization. Membership provide opportunities for staff to participate in organization-sponsored events, develop or further enhance expertise in their respective fields, build relationships with other diverse stakeholders in ways that help advance First 5 LA strategic goals and interest (such as practitioners, funders, policymakers, business, researchers, and others), and increase First 5 LA's presence in the field.

Professional Development (Lic.)	\$1,500.00	\$1,500.00	0.00%
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Description

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

Consultant funds will provide services that support required expertise in subject areas related to the execution of the 2015-20 Strategic Plan organization wide. Consultant expertise will generate knowledge in best practice and philanthropic sector trends to support and help guide programs, projects and initiatives that are emergent or in various stages of development or implementation including other related strategic areas of interest to the organization that advance strategic plan goals.

Airfare	\$1,200.00	\$2,000.00	66.66%
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Description

This budget category covers participation in local, state and national trainings, meetings and conferences including registrations, lodging and airfare. These professional experiences are, at times invitational or timely to emerging investment opportunities and help support learning, professional growth and enhancement of skills and competencies that further the First 5 LA Strategic Plan and program/project and staff management activities of the organization. Examples of potential state or national conferences and trainings include but are not limited to the following (travel expense, lodging, registration, per diem): Travel locations are based on in-state (Sacramento) and out-of-state (Washington, D.C., Seattle, WA, Chicago, IL) conferences range 2-4 days.

The Annual Council on Foundations Conference
 Grantmakers for Effective Organizations Annual Conference
 Southern California Grantmakers Annual Conference
 First 5 Association Staff Summit

Lodging	\$1,200.00	\$3,000.00	150.00%
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Description

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

Conference/Training Registrations	\$1,500.00	\$3,000.00	100.00%
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Description

Provides for registration expenses for the following professional conferences:
 1) Annual Council on Foundations Conference - \$1,200
 2) Grantmakers for Effective Organizations Annual Conference - \$750
 3) Southern California Grantmakers Annual Conference - \$600
 4) First 5 Association Staff Summit - \$300

Meeting Exp.	\$1,700.00	\$1,700.00	0.00%
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Description

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

Per Diem/Meals	\$900.00	\$1,500.00	66.66%
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Description

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

Event Staff (part-time, hourly) 4,900 hours

The Communications and Marketing Department oversees First 5 LA's communications activities, which represent one of six Board-identified and approved investment strategies to advance the outcomes of First 5 LA's 2015-2020 Strategic Plan.

The Communications and Marketing Department is responsible for developing and implementing a number of strategic internal and external communications and marketing plans. Each plan recognizes that every mode, medium and method through which First 5 LA communicates – on its own or in partnership with external groups – is an opportunity to advance the programmatic and policy goals of the 2015-2020 Strategic Plan.

Communications and Marketing Department Strategic Goals

In order to achieve broad and lasting impact for the greatest number of children in Los Angeles County, the Communications and Marketing Department staff will advance agency goals in four ways:

- Build the First 5 LA Brand
- Engage Decision Makers
- Elevate Awareness and Create Urgency
- Support Internal Communications

The Communications and Marketing Department staff promotes First 5 LA's positive public image and reputation by managing both internal and external communications. This includes the development of paid and earned media-based public education programs; the publication, design and production of collateral materials; and countywide and place-based marketing and community outreach efforts.

The department staff supports the work of other departments and workgroups by providing communications and marketing counsel to advance the programmatic and policy goals of the 2015-2020 Strategic Plan. In addition, the department ensures information on the Board of Commissioners' activities is communicated accurately and in alignment with the 2015-2020 Strategic Plan goals. Finally, Communications and Marketing staff work with the Grants Management and Contract Compliance Departments managing the annual Conference Grant award process as well as response to requests pursuant to the California Public Records Act.

Staff Budgeting, Reclassifications and Conversions

Part-time, hourly employees support the Communications and Marketing department at public events to staff booths and to distribute information and collateral material. The FY 16-17 budget includes \$20,000 to pay these employees between \$15-\$18 an hour. These employees are trained by the Marketing Event/Project Coordinator.

In FY 15-16, the budget authorized a Communications Officer II position to support the marketing needs of the Welcome Baby program. It is proposed that this position be repurposed to support the general, agency-wide communications and marketing needs of First 5 LA.

Also in FY 15-16, the budget authorized the conversion of the Social Media Coordinator from a contracted position to a Full Time Employee (FTE). Based on the constantly evolving nature of social media platforms and best practices, and the training costs required to build and maintain an FTE's expertise, it is proposed that the Social Media Coordinator position be reverted back to a contracted position.

The FY 15-16 budget also authorized the conversion of the Best Start Digital Content Coordinator and the Marketing Event/Project Coordinator from contracted positions to FTEs. It is proposed that these conversions occur in FY 16-17. Unlike the Social Media Coordinator role, these two positions require strong internal relationships and a depth of understanding of First 5 LA's mission and vision in order to be highly effective.

Department Roles & Responsibilities

The Countywide Marketing staff develops and executes communication plans using paid and owned content channels. This staff also oversees and provides creative and strategic counsel for social and cause-based marketing and public awareness efforts as well as provides communications and marketing support and guidance for First 5 LA's programmatic efforts.

This work includes:

- Developing social change/cause marketing campaigns that will help advance the Strategic Plan’s Families Outcome goals, by promoting family strengthening “Protective Factors.”
- Developing partnerships to amplify First 5 LA’s public awareness campaigns 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 promote awareness and enrollment.
- Working with Policy & Intergovernmental Affairs staff, consultants and grantees to create events that advance policy priorities.
- Supporting Research & Evaluation staff and consultants to produce accessible collateral materials (print, video and/or digital) to demonstrate the impact of First 5 LA’s efforts.

Other responsibilities include:

- The maintenance and development of print materials such as a quarterly Parenting Guide with a circulation of nearly 175,000 countywide.
- Managing all paid advertising, including planning, creation and placement for First 5 LA advertising across traditional print, television, radio and digital platforms.
- Overseeing the presence of First 5 LA at community events. This includes training part-time event staff.
- 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).
- Overseeing the work of a variety of freelance and contracted consultants who provide editorial, design, strategic counsel and other support services, such as content creation, translation, proofreading and media planning/buying.

The Communications staff develops and executes a variety of earned media, event-based PR and social media strategies. This includes:

- Managing earned media relationships with community-based, local, and national print, digital, television, and radio media in all languages.
- Developing and crafting messaging for First 5 LA press releases, Op-Eds and Executive Staff talking points.
- Collaborating with Directors and program leads to generate creative infographics and video presentations for media announcements around First 5 LA programs, research data, reports and findings.
- Securing targeted earned media stories focused on First 5 LA programs and/or featuring commentary from agency Executive staff, Commissioners and leadership team.
- Supporting the roll-out of First 5 LA’s public awareness campaigns by developing events strategically designed to generate earned media coverage for First 5 LA programs and the 2015-2020 Strategic Plan outcome areas. This includes supporting existing countywide paid-media strategies and/or creating new events that will heighten visibility for existing agency programs and efforts.

- Collaborating with department managers and staff to coordinate First 5 LA content creation. Monitor local and national media for relevant stories on early-education.
- Collaborating with First 5 LA partners and grantees on joint press releases, Op-Eds and other external messaging efforts.

Currently the Place-Based Communications and Marketing staff guides the marketing and communications associated with the *Best Start* effort. Communications staff members work side-by-side with the Best Start Communities Department Staff and community members to determine how best to engage the broader community in the effort.

This work includes:

- Contributing to the capacity building of community members in the area of communications and stakeholder engagement.
 - Note: Currently there are seven communications workgroups within Community Partnerships, which are directly or indirectly supported by Place-Based Marketing staff. For communities without a communications workgroup, staff works with Program Officers and leadership groups to help shape brand awareness, outreach and engagement.
- Providing Program Officers and other staff robust messaging support.
- Developing collateral materials to tell the Best Start story (infographics, videos, etc.).
- Working with the Building Stronger Families Framework grantee to provide guidance on the development and implementation of communications focused Community Designed Projects.
- Oversight of outside communications consultants when needed.

While the Place-Based Communications and Marketing staff has been operating in the above capacity since 2013, a plan is in place to transition the responsibilities of these roles to align with the Best Start effort's Long Term Support Structure and Capacity Building Consortium, along with supporting and coordinating the communications efforts of First 5 LA's partners and grantees. Communications Capacity Building Consultants will be brought on board to take over the day-to-day responsibilities Communications Officers currently provide to the Communications Workgroups such as agenda development, project planning and coordination. Once this occurs, the team's responsibilities will transition to cross-community support projects and high-level communications capacity development and coordination of partners and grantees.

Below is an outline of the responsibilities of staff and how they will shift once the Communications Capacity Builders come on board:

FY 16-17: Capacity Builder/Communications Officer Roles Overlap

- Work with Communications Capacity Builders to assess community communications needs;

- Work side-by-side with Communications Capacity Builders to facilitate relationship building and familiarize the consultant with on-going or planned projects; and
- Begin to take on cross community, partnership development work.

FY 17-18: Communications Officer Role Transition Complete

- Continue to support Best Start by providing Strategic Consultation and Technical Assistance to Communications Capacity Builders, Workgroups and professionals affiliated with the Long Term Support Structure and the Capacity Building Consortium;
- Build external relationships with and amongst grantees and partners and provide capacity building, consulting and technical assistance to amplify the First 5 LA message, and create urgency amongst these groups;
- Build communications capacity amongst First 5 LA Program Officers in all departments; and
- Support ongoing marketing and communications activities for Best Start.

COMMUNICATIONS AND MARKETING

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	1,178,055	1,148,055	809,676	1,290,457	142,402
Total Employee Benefits	373,999	373,999	212,358	387,564	13,565
Total Personnel Services	1,552,054	1,522,054	1,022,034	1,678,021	155,967
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	4,000	4,500	3,791	4,800	300
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	2,000	2,000	1,140	3,000	1,000
6208 Outside Printing	13,000	15,500	14,062	15,500	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	4,000	4,000	2,507	4,000	-
6214 Subscriptions and Publications	1,500	1,500	2,723	1,500	-
6218 Equipment Rental	-	-	-	-	-
6220 Building Repairs and Maintenance	-	-	-	-	-
6221 Equipment Repairs and Maintenance	-	-	-	-	-
6222 Offsite Storage	10,000	10,000	5,861	6,000	(4,000)
6223 Hardware and Software Maintenance	3,000	3,000	405	600	(2,400)
6230 Miscellaneous Service Charges	-	-	-	-	-
6231 Miscellaneous/Contingency	-	-	-	-	-
Total General Operating Expenses	37,500	40,500	30,490	35,400	(5,100)
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	1,000	3,000	674	1,252	(1,748)
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	4,000	11,500	6,562	7,000	(4,500)
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	5,000	14,500	7,236	8,252	(6,248)
Consultant Services					
6601 Consultant Fees	25,000	25,000	-	-	(25,000)
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	25,000	25,000	-	-	(25,000)
Travel and Meeting Expenses					
6701 Airfare	6,000	9,500	6,202	8,500	(1,000)
6703 Lodging	6,000	10,500	5,759	9,500	(1,000)
6704 Conference Registration	3,500	10,000	5,796	20,000	10,000
6706 Local Meetings	500	3,500	1,664	5,000	1,500
6707 Per Diem	2,500	2,500	2,453	5,500	3,000
Total Travel and Meeting Expenses	18,500	36,000	21,874	48,500	12,500
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	1,638,054	1,638,054	1,081,634	1,770,173	132,119

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Communications & Marketing	\$1,638,054.00	\$1,770,173.00	8.07%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$4,500.00	\$4,800.00	6.66%

Description

The Mileage & Parking Expenses budget is based on an average annual per-person reimbursement of \$300 for a 16-person department, for a total of \$4,800.

Cell Phones & Mobile Devices	\$2,000.00	\$3,000.00	50.00%
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Description

Cell Phones and Mobile Devices is estimated at \$3,000 (\$50 per month/per person x 12 months x 5 staff) to cover cell phone reimbursements for the Director, Assistant Director, Countywide Marketing Manager, Place-based Marketing Manager, and Communications Manager.

Outside Printing & Publications	\$15,500.00	\$15,500.00	0.00%
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Description

The outside printing & publications budget is based on historical averages and ongoing need. In recent years, the annual average expense for agency-wide purchases of letter head (1st and 2nd pages), envelopes of various sizes, and business cards has been approximately \$12,500. The additional requested amount in FY 16-17 is required to cover business card costs associated with the agency's reorganization for the following twelve positions: six new positions (Executive Vice President, Vice President of Policy and Strategy, Vice President of Integration and Learning, Vice President of Programs, Senior Director of Administration, Head of Special Initiatives & Emerging Opportunities) and six new Director level department name changes (Families, ECE, Health, Evaluation, Integration and Learning, and Strategic Partnerships) - estimated at \$2,000. An additional \$1,000 is included as a buffer to cover business card needs for staff turnover/new hires across the departments (turnover/changes not due to the reorganization are estimated at less than 7% of the agency's total staff).

Office Supplies	\$4,000.00	\$4,000.00	0.00%
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Description

The general office supplies for a team of 16 based on historical averages and cost estimates from the Business Product Distributor supplier for general office items (pens, post-its, clips, staples, folders, binders, markers, chart paper, etc.) is estimated at \$1,500. An additional \$500 is included for costs associated with guests/visitor supplies, meetings, and cleaning needs (facial tissue, cleaning wipes, coffee, tea, utensils, cups). Specialty items for the design team such as sprays/chemicals, adhesives, foam boards, mounting materials, cutting supplies and mats, special inks, specialty papers of various sizes, thumb drives, batteries, CDs and sleeves, and other supplies as needed for photo shoots, is estimated at \$2,000.

Subscription & Publications Gen	\$1,500.00	\$1,500.00	0.00%
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Description

Anticipated costs for Subscriptions and Publications are estimated at \$1,500 for FY 16-17 to cover subscriptions to the following: LA Times (\$42.40/ 8-weeks), NY Times (\$16/month), Social Marketing Quarterly (\$364/yr), Grammarly (\$96.22/yr), The Nooner (\$49.99/yr), Harvard Business Review (\$89.99/yr), Parents Magazine (\$10/yr).

Rents & Lease - Offsite Storage	\$10,000.00	\$6,000.00	-40.00%
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Description

The FY 16-17 anticipated offsite storage costs to house the Communications and Marketing department's collateral items is estimated at \$6,000, based on a monthly storage fee of \$473 x 12 months.

Hardware & Software Maintenance	\$3,000.00	\$600.00	-80.00%
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Description

In FY 16-17 we anticipate spending \$600 (\$49.99/month) for the Adobe Creative Cloud software required by the department's design team.

Dues & Subscriptions	\$3,000.00	\$1,252.00	-58.26%
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Description

The FY 16-17 estimated Dues and Subscriptions budget of \$1,252 will cover the costs associated with the monthly online dues for the department's e-newsletter and e-blast needs such as: Mailchimp - \$900.00/yr (e-newsletter deliver service); Google Analytics - \$60.00/yr (used for website); Google Translator - \$192/yr (used for website and newsletter); DropBox - \$100/yr (storage site for videos, photos, etc.)

Professional Development (Lic.)	\$11,500.00	\$7,000.00	-39.13%
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Description

Provides for professional development training opportunities for staff. Budgeted at \$500 per person x 14 = \$7,000.

Airfare	\$9,500.00	\$8,500.00	-10.52%
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Description

In FY 16-17 the Communications & Marketing Department anticipates spending \$8,500 to send several staff members to the conferences listed below. The recommended proposed airfare amount is based on average airfare costs for each conference locations:

1. ComNet 2016 - Detroit, Michigan (3 staff)
2. Excellence in Journalism 2016 - New Orleans, Louisiana (1 staff)
3. MozCon - Seattle, Washington (2 staff)
4. Content Marketing World 2017 - Cleveland, Ohio (2 staff)
5. AMA Brand Storytelling to Drive Business Results - Charlotte, North Carolina (2 staff)
6. Connect 17: PRSA Employee Communications - Dallas, Texas (3 staff)
7. First 5 Association Summit - In State (6 staff)

Lodging	\$10,500.00	\$9,500.00	-9.52%
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Description

In FY 16-17 the Communications and Marketing Department anticipates spending \$9,500 to send staff members to the conferences listed below. The recommended proposed lodging amount is based on average hotel costs for each conference location and length of the conference (number of days).

1. ComNet 2016 - Detroit, Michigan (3 staff)
2. Excellence in Journalism 2016 - New Orleans, Louisiana (1 staff)
3. MozCon - Seattle, Washington (2 staff)
4. Content Marketing World 2017 - Cleveland, Ohio (2 staff)
5. AMA Brand Storytelling to Drive Business Results - Charlotte, North Carolina (2 staff)
6. Connect 17: PRSA Employee Communications - Dallas, Texas (3 staff)
7. First 5 Association Summit - In State (6 staff)

Conference/Training Registrations	\$10,000.00	\$20,000.00	100.00%
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Description

In FY 16-17 the Communications & Marketing department anticipates spending \$20,000.00 for Conference/Training Registrations. This figure is based on actual researched costs for the conferences listed below, multiplied by the amount of staff members attending.

1. ComNet 2016 - Detroit, Michigan (3 staff)
2. Excellence in Journalism 2016 - New Orleans, Louisiana (1 staff)
3. MozCon - Seattle, Washington (2 staff)
4. Content Marketing World 2017 - Cleveland, Ohio (2 staff)
5. AMA Brand Storytelling to Drive Business Results - Charlotte, North Carolina (2 staff)
6. Connect 17: PRSA Employee Communications - Dallas, Texas (3 staff)
7. First 5 Association Summit - In State (6 staff)

Meeting Exp.	\$3,500.00	\$5,000.00	42.85%
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Description

The Meeting Expense budget includes room rentals, materials, food and other site-related costs necessary for staff training, planning and strategy sessions such as an annual department retreat, quarterly event staff training and other meetings. This proposed amount is based upon past needs and expenditures, as well as identified future needs.

Per Diem/Meals	\$2,500.00	\$5,500.00	120.00%
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Description

The Communications & Marketing department anticipates spending \$5,500.00 for per diems in FY 16-17. This calculations is based on per diem guidelines based on year and location for staff to attend the conferences listed below.

1. ComNet 2016 - Detroit, Michigan (3 staff)
2. Excellence in Journalism 2016 - New Orleans, Louisiana (1 staff)
3. MozCon - Seattle, Washington (2 staff)
4. Content Marketing World 2017 - Cleveland, Ohio (2 staff)
5. AMA Brand Storytelling to Drive Business Results - Charlotte, North Carolina (2 staff)
6. Connect 17: PRSA Employee Communications - Dallas, Texas (3 staff)
7. First 5 Association Summit - In State (6 staff)

COMMUNITY INVESTMENT

Authorized Positions

Director	1
Program Officer III	2
Program Officer II	3
Administrative Assistant	1
Total	7

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 outlines the Commission's investment guidelines which include engaging partners at the earliest possible stage of activity and/or investment. 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 additional funding, create more flexibility in existing funding streams, develop public-private partnerships, and in general, find ways to make the best use of dollars already being spent and improve the alignment of new resources.

The leveraging of fiscal and non-fiscal capital that supports and enhances the total portfolio of First 5 LA investments is a critical strategy highlighted in the Governance Guidelines. As such, the Community Investment Department will continue to identify and invest in organizational capacity building efforts which provide opportunities to leverage and multiply the impact of First 5 LA programs.

This year, the Community Investments Department will focus support on organizational capacity building efforts, existing and emerging funder collaboratives, and cross-sector convenings – with the explicit purpose of leveraging resources in service to the 2015-2020 Strategic Plan outcomes areas and related strategies.

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

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	674,331	674,331	716,119	577,445	(96,886)
Total Employee Benefits	255,536	255,536	173,939	201,824	(53,712)
Total Personnel Services	929,867	929,867	890,058	779,269	(150,598)
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	800	800	36	800	-
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	3,000	3,000	2,160	3,000	-
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	600	900	1,001	1,000	100
6214 Subscriptions and Publications	250	750	801	750	-
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	4,650	5,450	3,998	5,550	100
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	1,500	2,500	2,500	2,500	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	4,200	4,200	4,200	5,000	800
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	5,700	6,700	6,700	7,500	800
Consultant Services					
6601 Consultant Fees	-	-	-	-	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	-	-	-	-	-
Travel and Meeting Expenses					
6701 Airfare	7,600	7,600	2,000	7,000	(600)
6703 Lodging	7,100	7,100	2,000	9,000	1,900
6704 Conference Registration	11,400	11,400	8,653	13,500	2,100
6706 Local Meetings	800	2,800	2,800	3,000	200
6707 Per Diem	2,700	2,700	900	3,000	300
Total Travel and Meeting Expenses	29,600	31,600	16,353	35,500	3,900
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	969,817	973,617	917,109	827,819	(145,798)

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Community Investments	\$973,617.00	\$827,819.00	-14.97%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$800.00	\$800.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when provide 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. The cost is based on an estimate of approximately 10 miles per month for seven staff. Generally, staff uses public transit in the downtown area as available.

Cell Phones & Mobile Devices	\$3,000.00	\$3,000.00	0.00%
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Description

The Director, two Senior Program Officers, and four Program Officers will be reimbursed for use of their cell phones for commission related business use during the fiscal year. The budget is based on \$50/month reimbursement per staff.

Office Supplies	\$900.00	\$1,000.00	11.11%
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Description

The budgeted amount provides for office materials and provisions to implement Board-approved programmatic activities, including general operations.

Subscription & Publications Gen	\$750.00	\$750.00	0.00%
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Description

This part of the CI Department budget provides important education to inform the work of implementing the sustainability and leveraging sections of the Governance Guidelines across the four strategic plan outcome 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. 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

Dues & Subscriptions	\$2,500.00	\$2,500.00	0.00%
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Description

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).

Professional Development (Lic.) \$4,200.00 \$5,000.00 19.04%

Description

Provides for specialized in house training 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 and management/leadership training to advance the work of the Strategic Plan. In addition, attendance at workshops and learning may include 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. Estimated training cost \$1,000-2,000 per session/topic.

Airfare \$7,600.00 \$7,000.00 -7.89%

Description

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. 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.

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 align 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. There has been an increase in this section due to the expectation that the department will build a new and full team this year.

Examples of potential state or national conferences and trainings include but are not limited to the following (travel expense, lodging, registration, per diem): Travel locations is based on in-state (Sacramento, San Francisco) and out-of-state (Washington, D.C., Seattle, WA, Chicago, IL, New York, NY) conferences range 2-4 days per staff.

- The Annual Council on Foundations Conference: 3 staff = \$6,700
- The Federal Reserve Bank of San Francisco Community Development Conference; 2 staff = \$2,000
- Grantmakers for Children, Youth, Families Annual Conference; 2 staff = \$2,300
- Grantmakers for Health; 1 staff = \$1,900;
- Grantmakers for Education; 1 staff = \$1,900
- Grantmakers for Effective Organizations Annual Conference: 2 staff \$4,500
- Grade Level Reading 1 staff = \$2,600
- Southern California Grantmakers Annual Conference; 1-2 staff = \$800
- First 5 Association Staff Summit; 1 staff = \$300

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.

This budget provides for airfare to and from professional conferences, trainings or meetings outside of the Los Angeles area. Additional funds were added as we fill the CI positions.

Lodging \$7,100.00 \$9,000.00 26.76%

Description

Provides for lodging at multi-day professional conferences, trainings or meetings outside of the Los Angeles area. Additional funds were added as we fill the CI positions.

Conference/Training Registrations	\$11,400.00	\$13,500.00	18.42%
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Description

Provides for registration expenses for professional conferences, trainings or meetings. Additional funds were added as we fill the CI positions.

Meeting Exp.	\$2,800.00	\$3,000.00	7.14%
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Description

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.

Per Diem/Meals	\$2,700.00	\$3,000.00	11.11%
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Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of the Los Angeles area. Additional funds were added as we fill the CI positions.

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 and policies on contracting and procurement.
- Developing, negotiating, and executing contracts, grant agreements, amendments, and budget modifications.
- Managing the contracts consent calendar for board approval.
- Reviewing, revising and approving all solicitations and exceptions.
- Managing contracts in the contract management application system (GIFTS).
- Maintaining records in the Enterprise Content Management (ECM) system and managing records retention and document destruction of procurement and contract related documents.
- Developing on-line applications and posting solicitations to the website.
- Managing agency-wide vendor and consultant pools.
- Conducting internal audits of contractor files for the annual external audit.
- Identifying potential areas of compliance vulnerability.
- Assessing risks for all agreements and reviewing and maintaining records of insurance.
- Assisting staff with the contract closeout process.
- Providing procurement, contract management, renewals, and noncompliance training for staff.
- Responding to and tracking noncompliance of contractors and grantees.
- Providing GIFTS and ECM support agency-wide to track contractor requirements, activities, and generate reports.
- Developing templates and forms used in procurement and contracts.
- Managing the annual and on-going submission of all required documents for both grantees and contractors to assure compliance with all provisions.
- Researching practices and policies to support development and improvement of F5LA's policies and processes.
- Finding legal or business solutions for agency concerns and issues.

CONTRACT COMPLIANCE

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	518,929	490,929	360,580	544,953	54,024
Total Employee Benefits	190,665	190,665	103,869	176,654	(14,011)
Total Personnel Services	709,594	681,594	464,449	721,607	40,013
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	200	700	700	700	-
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	-	-	-	-	-
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	100	100	100	100	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	3,000	3,000	3,000	3,000	-
6214 Subscriptions and Publications	-	-	-	-	-
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	3,300	3,800	2,265	3,800	-
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	500	500	500	500	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development (Licenses)	10,000	28,295	28,295	30,500	2,205
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	10,500	28,795	28,795	31,000	2,205
Consultant Services					
6601 Consultant Fees	50,000	50,000	50,000	40,000	(10,000)
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	5,000	8,000	8,000	8,000	-
Total Consultant Services	55,000	58,000	58,000	48,000	(10,000)
Travel and Meeting Expenses					
6701 Airfare	1,500	3,500	3,500	3,500	-
6703 Lodging	3,500	5,500	5,500	5,000	(500)
6704 Conference Registration	3,300	6,800	6,800	7,000	200
6706 Local Meetings	2,000	2,000	471	2,000	-
6707 Per Diem	1,300	2,300	2,300	2,500	200
Total Travel and Meeting Expenses	11,600	20,100	18,571	20,000	(100)
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	789,994	792,289	572,080	824,407	32,118

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Contract Compliance	\$792,289.00	\$824,407.00	4.05%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$700.00	\$700.00	0.00%

Description

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, seminars, and local conferences. Expenses include transportation to and from the office of Legal Counsel and a scheduled trip to San Diego for a two-day seminar.

Postage & Delivery-Gen	\$100.00	\$100.00	0.00%
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Description

Provides postage to mail original contracts and amendments, when necessary, to agencies in the course of conducting Commission business.

Office Supplies	\$3,000.00	\$3,000.00	0.00%
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Description

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.

Dues & Subscriptions	\$500.00	\$500.00	0.00%
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Description

Professional Dues include an annual membership fee for the National Contract Management Association (NCMA). The Director of Contract Compliance will obtain the membership for the department. Members receive practical information on contract management news, issues, trends, access to webinars, and receive deep discounts for conferences and certifications.

Professional Development (Lic.)	\$28,295.00	\$30,500.00	7.79%
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Description

Provides for Contracts Management certification courses and materials for Contract Compliance staff, webinars provided by the National Contract Management Association (NCMA) as well as contracts, risk management, and contract management applications (e.g. GIFTS) trainings.

Consultant Fees	\$50,000.00	\$40,000.00	-20.00%
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Description

Provides for consultants in the areas of insurance, risk management, intellectual property, cost analysis, team building and other consultant services in contracts and procurement.

RFP Reviewers-Gen	\$8,000.00	\$8,000.00	0.00%
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Description

Provides for external reviewer payments for the agency-wide consultants pool.

Airfare	\$3,500.00	\$3,500.00	0.00%
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Description

Provides for airfare to and from professional conferences held outside of the Los Angeles County for department staff. Conference likely requiring airfare include the NCMA conference, GMN conference, and GTCII seminars.

Lodging	\$5,500.00	\$5,000.00	-9.09%
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Description

Provides for lodging at multi-day professional conferences held outside of the Los Angeles area for department staff. Lodging is anticipated to be required at the NCMA conference, GMN conference, and GTCII seminars.

Conference/Training Registrations	\$6,800.00	\$7,000.00	2.94%
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Description

Provides for registration expenses for professional conferences for up department staff. Registration includes the NCMA conference, GMN conference and the GTCII seminars.

Meeting Exp.	\$2,000.00	\$2,000.00	0.00%
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Description

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.

Per Diem/Meals	\$2,300.00	\$2,500.00	8.69%
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Description

Provides for various daily expenses incurred while attending professional conferences held outside of the Los Angeles area. Per diem includes the NCMA conference, GMN conference, and the GTCII seminars.

EXECUTIVE

Authorized Positions

Operations

Executive Director	1
Executive Vice President	1
Vice President of Policy & Strategy	1
Vice President of Integration & Learning	1
Executive Assistant to the Executive Director/ Secretary to the Board of Commissioners	1
Executive Assistant	1
Administrative Assistant	1

Special Initiatives & Emerging Opportunities

Head of Special Initiatives & Emerging Opportunities	1
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Total **8**

The Executive Department is responsible for the operations of First 5 LA. They oversee the strategic planning development, organizational goals, and decision-making associated with an agency consisting of one Executive Director, one Executive Vice President, three Vice Presidents, Program and Administration, 12 Department Directors, roughly 125 total employees and annual revenues of approximately \$90 million.

EXECUTIVE

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	710,091	710,091	514,137	1,313,529	603,438
Total Employee Benefits	194,998	194,998	149,120	294,258	99,260
Total Personnel Services	905,089	905,089	663,257	1,607,787	702,698
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	2,700	2,700	1,190	4,000	1,300
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	-	-	-	600	600
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	5,000	5,000	5,000	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	50,000	45,200	44,295	50,000	4,800
Total General Operating Expenses	57,700	52,900	50,485	59,600	6,700
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	175,000	175,000	162,000	175,000	-
6507 Professional Dues	3,000	3,000	-	3,000	-
6508 First 5 California Association	50,000	50,000	50,000	70,000	20,000
6509 Professional Development	2,500	2,500	1,386	4,000	1,500
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	230,500	230,500	213,386	252,000	21,500
Consultant Services					
6601 Consultant Fees	100,000	100,000	100,000	100,000	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	4,800	4,800	-	(4,800)
Total Consultant Services	100,000	104,800	104,800	100,000	(4,800)
Travel and Meeting Expenses					
6701 Airfare	4,700	4,700	1,272	4,700	-
6703 Lodging	3,000	3,000	260	3,000	-
6704 Conference Registration	3,000	3,000	720	3,000	-
6706 Local Meetings	7,500	7,500	6,044	7,500	-
6707 Per Diem	1,800	1,800	146	1,800	-
Total Travel and Meeting Expenses	20,000	20,000	8,443	20,000	-
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	1,313,289	1,313,289	1,040,371	2,039,387	726,098

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Executive	\$1,313,289.00	\$2,039,387.00	55.29%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$2,700.00	\$4,000.00	48.14%

Description

Mileage reimbursement and payment of parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phones & Mobile Devices \$0.00 \$600.00 0.00%

Description

Provides for personal cell phones reimbursement when personnel are on First 5's business outside the office.

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

Description

Provides general office supplies for the Executive Department.

Other Misc. (Contingency) Expenses \$50,000.00 \$50,000.00 0.00%

Description

Funding for unforeseen organizational expenses.

Legal Fees \$175,000.00 \$175,000.00 0.00%

Description

Funding for contract with Richards Watson & Gershon and County Counsel for legal services and other legal fees that may arise e.g. copyright fees.

Dues & Subscriptions \$3,000.00 \$3,000.00 0.00%

Description

Funding for dues and memberships including but not limited to Southern California Grantmakers, LA Chamber of Commerce, and LA Public/Private Funders Partnership.

Professional Dues - First 5 Association \$50,000.00 \$70,000.00 40.00%

Description

Payment of annual dues to First 5 California Association. The increase for this fiscal year from prior year is because the 58-county association members voted to approve a revised fee schedule beginning with FY 16-17.

Professional Development (Lic.) \$2,500.00 \$4,000.00 60.00%

Description

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 Fees \$100,000.00 \$100,000.00 0.00%

Description

Funding includes consultant fees related to organizational alignment and other anticipated needs during this fiscal year.

Airfare \$4,700.00 \$4,700.00 0.00%

Description

Payment of airfare expenses to and from professional conferences, seminars or meetings outside of the Los Angeles area.

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

Description

Payment of lodging for multi-day professional conferences, seminars or meetings outside of the Los Angeles area.

Conference/Training Registrations \$3,000.00 \$3,000.00 0.00%

Description

Payment of registration expenses for professional conferences.

Meeting Exp. \$7,500.00 \$7,500.00 0.00%

Description

Payment of expenses related to meetings attended by Commissioners, legal counsel, County Counsel, staff and guests.

Per Diem/Meals \$1,800.00 \$1,800.00 0.00%

Description

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

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	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	155,000	165,000	163,000	165,000	-
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	12,000	12,000	12,000	-
6210 Postage and Delivery	13,200	13,200	13,200	13,200	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	29,000	29,000	29,000	29,000	-
6214 Subscriptions and Publications	-	-	-	-	-
6218 Equipment Rental	118,200	118,200	110,000	118,200	-
6220 Building Repairs and Maintenance	180,000	180,000	180,000	180,000	-
6221 Equipment Repairs and Maintenance	20,000	20,000	-	20,000	-
6222 Offsite Storage	9,200	9,200	9,036	9,200	-
6223 Hardware and Software Maintenance	-	-	-	-	-
6230 Miscellaneous Service Charges	-	-	-	-	-
6231 Miscellaneous/Contingency	25,000	25,000	-	25,000	-
Total General Operating Expenses	561,600	571,600	516,236	571,600	-
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	15,000	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	15,000	-
Consultant Services					
6601 Consultant Fees	-	-	-	-	-
6602 Other Professional Fees	233,000	269,000	269,000	269,000	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	233,000	269,000	269,000	269,000	-
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	-	-	-	20,000	20,000
Total Capital Improvements	-	-	-	20,000	20,000
Total Department Expenses	809,600	855,600	800,236	875,600	20,000

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Facility Management	\$855,600.00	\$875,600.00	2.34%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Utilities	\$165,000.00	\$165,000.00	0.00%

Description

Payment of building utilities—electricity and water.

Other Supplies \$12,000.00 \$12,000.00 0.00%

Description

Purchase of supplies for facilities use in day-to-day operations including ergonomic equipment and/or furniture for personnel.

Postage & Delivery-Gen \$13,200.00 \$13,200.00 0.00%

Description

USPS mailings (standard, priority, express), courier services and FedEx delivery services.

Office Supplies \$29,000.00 \$29,000.00 0.00%

Description

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.

Rent & Leases - Equipment \$118,200.00 \$118,200.00 0.00%

Description

Payment of annual lease agreements for office equipment including photocopiers and toners, postage meter, water filtration, and coffee brewing systems.

Repairs: Maintenance, Building \$180,000.00 \$180,000.00 0.00%

Description

General repairs and maintenance of the facilities including janitorial services, air conditioning, plumbing, painting, carpet cleaning, electrical systems, and building security systems. 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.

Equipment Repairs & Maintenance \$20,000.00 \$20,000.00 0.00%

Description

General maintenance of office equipment, including unanticipated repairs including:

- Access card upgrades
- File cabinets
- Cubicle changes
- Time Stamp machine service for three machines
- Office mini blinds repair

Rents & Lease - Offsite Storage	\$9,200.00	\$9,200.00	0.00%
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Description

Payment of offsite long-term storage for office files and furniture.

Other Misc. (Contingency) Expenses	\$25,000.00	\$25,000.00	0.00%
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Description

Funding for unforeseen facility related expenses.

Capital Improvement Projects	\$0.00	\$20,000.00	0.00%
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Description

Improvements to the facilities on all three floors, including upgrading the HVAC system and other anticipated building improvements for FY 2016-17.

Dues & Subscriptions	\$15,000.00	\$15,000.00	0.00%
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Description

Funding for the payment of 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.

Professional Fees	\$269,000.00	\$269,000.00	0.00%
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Description

Provides funds for contracted services of the building management company and other services as needed for building security.

FINANCE

Authorized Positions

Finance

Director	1
Finance Manager	1
Budget Manager	1
Staff Accountant II	3
Accounting Technician	1
Accounting Clerk	1

Medi-Cal Administrative Activities

Staff Accountant I	1
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Total **9**

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

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	711,750	639,750	464,916	677,051	37,301
Total Employee Benefits	222,813	222,813	183,307	213,423	(9,390)
Total Personnel Services	934,563	862,563	648,223	890,474	27,911
General Operating Expenses					
6131 ADP Payroll Charges	31,000	31,000	31,000	31,000	-
6132 Workers' Compensation Insurance	100,000	100,000	90,173	100,000	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	76,000	76,000	66,136	76,000	-
6205 Mileage and Parking	400	400	-	400	-
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	1,200	1,200	600	1,200	-
6208 Outside Printing	2,500	2,500	1,578	2,500	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	2,000	2,000	1,000	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	12,000	-
6231 Miscellaneous/Contingency	-	-	-	-	-
Total General Operating Expenses	225,100	225,100	202,487	225,100	-
Professional Services					
6502 Audit	70,000	70,000	70,000	70,000	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	1,000	1,000	1,000	1,000	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	3,000	3,000	1,761	4,000	1,000
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	74,000	74,000	72,761	75,000	1,000
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	2,800	2,800	-	2,800	-
6703 Lodging	2,700	2,700	-	3,000	300
6704 Conference Registration	1,800	1,800	1,740	1,800	-
6706 Local Meetings	600	600	13	600	-
6707 Per Diem	1,900	1,900	-	1,900	-
Total Travel and Meeting Expenses	9,800	9,800	1,753	10,100	300
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	1,243,463	1,171,463	925,224	1,225,674	54,211

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Finance	\$1,171,463.00	\$1,225,674.00	4.63%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
ADP Payroll Charges	\$31,000.00	\$31,000.00	0.00%

Description

Provides for all related payroll activities including bi-weekly payroll processing, quarterly earnings reporting and annual W-2 preparation, filing and mailing.

Workers Compensation Insurance \$100,000.00 \$100,000.00 0.00%

Description

Provides for annual workers' compensation insurance premiums.

Corporate Insurance \$76,000.00 \$76,000.00 0.00%

Description

Provides for insurance coverage including general and auto liability, property and fiduciary.

Mileage & Parking Expenses \$400.00 \$400.00 0.00%

Description

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

Cell Phones & Mobile Devices \$1,200.00 \$1,200.00 0.00%

Description

Provides for reimbursement of cell phones charges including data plan for eligible employees, not to exceed \$50.00 per month.

Outside Printing & Publications \$2,500.00 \$2,500.00 0.00%

Description

Provides for professional printing services of budget books, accounts payable and payroll checks.

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

Description

Provides general office supplies for department staff.

Bank & Other Service Charges \$12,000.00 \$12,000.00 0.00%

Description

Provides for Los Angeles County fees for Investment Portfolio Administration and other County related accounting services. Also provides for annual banking charges for credit cards.

Audit	\$70,000.00	\$70,000.00	0.00%
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Description

Fees for the annual independent audit.

Dues & Subscriptions	\$1,000.00	\$1,000.00	0.00%
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Description

Provides for annual membership dues to the Government Finance Officers Association (GFOA).

Professional Development (Lic.)	\$3,000.00	\$4,000.00	33.33%
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Description

Staff will be given opportunities to participate in finance related knowledge and skill enhancement seminars including courses offered by Government Finance Officers Association. Budget is for \$500 per employee within the Finance Department

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

Provides funds for anticipated needs for technical assistance in the Financial Edge NXT upgrade and implementation for FY 16-17. In addition, these funds will be used for consultant support to help the Finance Department transition to the upgraded system through an integrated approach that focuses on effective communication and implementation strategies agency-wide.

Airfare	\$2,800.00	\$2,800.00	0.00%
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Description

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

Lodging	\$2,700.00	\$3,000.00	11.11%
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Description

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

Conference/Training Registrations	\$1,800.00	\$1,800.00	0.00%
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Description

Provides for registration expenses for professional conferences.

Meeting Exp.	\$600.00	\$600.00	0.00%
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Description

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

Per Diem/Meals	\$1,900.00	\$1,900.00	0.00%
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Description

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

MEDI-CAL ADMINISTRATIVE ACTIVITIES

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	54,064	54,064	-	52,489	(1,575)
Total Employee Benefits	21,763	21,763	-	21,914	151
Total Personnel Services	75,827	75,827	-	74,403	(1,424)
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	300	300	-	300	-
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	100	220	(280)
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	15,000	15,000	-	15,000	-
6231 Miscellaneous/Contingency	-	-	-	-	-
Total General Operating Expenses	15,800	15,800	100	15,520	(280)
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	30,000	78,000	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	78,000	78,000	30,000	78,000	-
Travel and Meeting Expenses					
6701 Airfare	600	600	-	600	-
6703 Lodging	800	800	-	800	-
6704 Conference Registration	1,000	1,000	-	1,000	-
6706 Local Meetings	500	500	-	500	-
6707 Per Diem	500	500	-	500	-
Total Travel and Meeting Expenses	3,400	3,400	-	3,400	-
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	173,027	173,027	30,100	171,323	(1,704)

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Medi-Cal Administrative Activities (MAA)	\$173,027.00	\$171,323.00	-0.98%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$300.00	\$300.00	0.00%

Description

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

Office Supplies	\$500.00	\$220.00	-56.00%
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Description

Provides for general office supplies for Department staff.

Bank & Other Service Charges	\$15,000.00	\$15,000.00	0.00%
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Description

County of Los Angeles Overhead Charges for the MAA program.

Consultant Fees	\$78,000.00	\$78,000.00	0.00%
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Description

Provides for technical assistance for grantees participating in the Medi-Cal Administrative Activities programs.

Airfare	\$600.00	\$600.00	0.00%
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Description

Provides for airfare to and from training outside of the Los Angeles area.

Lodging	\$800.00	\$800.00	0.00%
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Description

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

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

Provides for registration expenses for training and seminars.

Meeting Exp.	\$500.00	\$500.00	0.00%
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Description

Provides for technical training for Medi-Cal Administrative Activities programs.

Per Diem/Meals

\$500.00

\$500.00

0.00%

Description

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

GRANTS MANAGEMENT

Authorized Positions

Director	1
Program Officer II	5
Administrative Assistant	1
Total	7

The Grants Management Department’s primary purpose is to monitor, enhance and inform effective program oversight and grant/contract management that leads to the achievement of outcomes as detailed in First 5 LA’s Strategic Plan.

Ongoing primary grant/contract 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 Communications & Marketing and Policy & Intergovernmental Affairs department work.
- Sustainability/Expiring Initiatives—provide analysis and rationale regarding the closure or extension of projects. The annual expiring initiative review and report process includes the gathering of relevant research, eliciting feedback from various departments and developing a framework to inform the Board’s decision making

This department is responsible for the management of grants for the following investments: Healthy Kids, Black Infant Health, Children’s Dental Care Program, Children’s Vision Program, At-Risk Father’s Investment, Information, Resource & Referral, Healthy Food Access (Market Match and the Children’s Garden Collaborative), and the Reducing Early Childhood Obesity Initiative.

GRANTS MANAGEMENT

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	702,228	702,228	573,891	588,651	(113,577)
Total Employee Benefits	226,056	226,056	150,765	195,515	(30,541)
Total Personnel Services	928,284	928,284	724,656	784,166	(144,118)
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	750	1,650	1,650	1,650	-
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	1,250	1,250	1,200	1,440	190
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	1,500	1,000	1,000	1,000	-
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	-	-	-	-	-
Total General Operating Expenses	3,500	3,900	3,850	4,090	190
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	7,000	6,850	1,344	7,000	150
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	5,000	1,000	517	5,000	4,000
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	12,000	7,850	1,861	12,000	4,150
Consultant Services					
6601 Consultant Fees	10,000	10,000	-	-	(10,000)
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	10,000	10,000	-	-	(10,000)
Travel and Meeting Expenses					
6701 Airfare	5,000	4,500	4,500	4,500	-
6703 Lodging	5,000	9,000	9,000	9,000	-
6704 Conference Registration	11,985	11,485	11,485	11,485	-
6706 Local Meetings	1,000	500	-	500	-
6707 Per Diem	2,500	3,750	3,750	3,750	-
Total Travel and Meeting Expenses	25,485	29,235	28,735	29,235	-
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	979,269	979,269	759,102	829,491	(149,778)

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Grants Management	\$979,269.00	\$829,491.00	-15.29%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$1,650.00	\$1,650.00	0.00%

Description

Mileage based on anticipated average per-Program Officer II reimbursement of \$250 for 5 staff members totaling \$1,250. The remaining \$400 to be used by Director and Administrative Assistant.

Cell Phones & Mobile Devices	\$1,250.00	\$1,440.00	15.20%
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Description

The budget for cell phones is based on 4 staff participating and reimbursed \$30/month for 12-months.

Office Supplies	\$1,000.00	\$1,000.00	0.00%
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Description

Supplies budget is based on prior's year's spending patterns and reduced department total staff. (FY 15-16 = 8 staff, FY 16-17 = 7 staff)

Dues & Subscriptions	\$6,850.00	\$7,000.00	2.18%
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Description

Budget for Dues and Subscriptions includes total annual cost of Grant Manager's Network (GMN) organization membership. GMN membership benefits are shared with all First 5 LA staff.

Professional Development (Lic.)	\$1,000.00	\$5,000.00	400.00%
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Description

Budget for Professional Development is based on expenditures from FY 14-15 due to GM staff participation in leadership programs (Leadership LA) which cost \$3,750. In FY 16-17, the department anticipates Program Officer II participation in similar leadership programs.

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

Airfare budget is based on FY 15-16 expenditures and national conference participation for 5 Program Officer IIs and 1 Department Director. Potential FY 16-17 conferences include: Grant Managers Network conference (location: TBD) with 2-3 GM staff attending, APHA (location: Denver) with 1-2 GM staff attending, Grantmakers for Effective Organizations (location: TBD) with 1-2 GM staff attending and Grantmakers in Health (location: TBD) with 1 GM staff attending.

Lodging	\$9,000.00	\$9,000.00	0.00%
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Description

Budget for lodging is based on FY 15-16 expenditures and anticipated national conference participation for 6 GM staff (5 Program Officer IIs and 1 Department Director) including Grant Managers Network conference (location: TBD), APHA (location: Denver), Grantmakers for Effective Organizations (location: TBD) and Grantmakers in Health (location: TBD).

Conference/Training Registrations	\$11,485.00	\$11,485.00	0.00%
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Description

Registration budget is based on FY 15-16 expenditures and national conference participation for 5 Program Officer IIs and 1 Department Director including Grant Managers Network conference (location: TBD), APHA (location: Denver), Grantmakers for Effective Organizations (location: TBD) and Grantmakers in Health (location: TBD).

Meeting Exp.	\$500.00	\$500.00	0.00%
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Description

Budget for meeting expenses is based on FY 15-16 expenditures and anticipated upcoming meetings.

Per Diem/Meals	\$3,750.00	\$3,750.00	0.00%
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Description

Per Diem budget is based on FY 15-16 expenditures and anticipated national conference participation for 5 Program Officer IIs and 1 Department Director.

HUMAN RESOURCES

Authorized Positions

Human Resources Director	1
Human Resources Generalist	2
Human Resources Coordinator	1

Total 4

Human Resources Consultants (temporary) 2,496 hours

The Human Resources Department is responsible for the management of the employee life cycle which includes recruitment and selection, onboarding and orientation, managing performance, motivating, engaging and developing employees, and succession planning. Recognizing the importance of investing in human capital and development, temporary consultant support will be utilized during the organizational transformation process to ensure that First 5 LA is poised to effectively advance the strategies and outcomes of the 2015-2020 Strategic Plan. Responsibility for the oversight and execution of the areas noted above includes but is not limited to the list below:

- Annual Benefit Open Enrollment
- Annual reporting to the Executive Director on key HR metrics
- Benefit management (includes COBRA administration)
- Centralized tracking of personnel participation in courses, conferences or seminars
- Compensation management
- Compliance with local, state and federal labor regulations
- Coordination of SDI claims with the payroll department
- Development and maintenance of job descriptions
- Development/implementation/administration of personnel policies/procedures
- Employee Handbook publications and revisions
- Employee relations
- Leave management and administration
- Management of compliance training programs
- Management of DFEH, EEOC, ADA and related claims
- Management of Unemployment Insurance claims
- Organizational development/partnership in the strategic planning process
- Performance management
- Professional development and training
- Recordkeeping, including management of HRIS electronic records
- Recruitment, hiring and onboarding of new employees
- Separations of employment, including conducting exit interviews
- Workers' Compensation management

HUMAN RESOURCES

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	313,919	443,919	404,462	626,677	182,758
Total Employee Benefits	85,898	85,898	59,760	125,586	39,688
Total Personnel Services	399,817	529,817	464,222	752,263	222,446
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	-	-	-	500	500
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	1,200	1,200	600	600	(600)
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	200	200	-	(200)
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	2,700	2,700	969	2,700	-
6214 Subscriptions and Publications	3,800	3,800	-	3,800	-
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	7,700	7,900	2,247	7,600	(300)
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	-	-	-	-	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	100,000	70,000	20,000	125,000	55,000
6512 Staff Recruitment	25,000	25,000	16,902	25,000	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	68,000	68,000	36,000	78,000	10,000
Total Professional Services	193,000	163,000	72,902	228,000	65,000
Consultant Services					
6601 Consultant Fees	300,000	200,000	175,000	150,000	(50,000)
6602 Other Professional Fees	4,500	7,950	7,950	7,950	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	304,500	207,950	175,000	157,950	(50,000)
Travel and Meeting Expenses					
6701 Airfare	1,500	1,500	-	1,500	-
6703 Lodging	4,000	2,000	-	4,000	2,000
6704 Conference Registration	8,000	8,780	-	8,000	(780)
6706 Local Meetings	1,200	420	-	2,000	1,580
6707 Per Diem	1,500	1,500	-	1,500	-
Total Travel and Meeting Expenses	16,200	14,200	-	17,000	2,800
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	921,217	922,867	714,370	1,162,813	239,946

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Human Resources	\$922,867.00	\$1,162,813.00	26.00%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$0.00	\$500.00	0.00%

Description

The budget for Mileage and parking was based on an average annual per-person reimbursement of \$125 for a 4-person department, for a total of \$500.

Cell Phones & Mobile Devices	\$1,200.00	\$600.00	-50.00%
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Description

The budget for Cell Phone reimbursement was based on a \$50 per person monthly reimbursement. At this time, only one (1) staff member of the Human Resources department qualifies for this reimbursement.

Office Supplies	\$2,700.00	\$2,700.00	0.00%
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Description

The budget of \$2700 for office supplies provides for general office supplies for the Human Resources department, including the cost of 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.

Subscription & Publications Gen	\$3,800.00	\$3,800.00	0.00%
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Description

Budget provides for subscription services and publications which include, but are not limited to:

- Membership fees to California Chamber of Commerce - \$800
- Legal posters & publications - \$400
- Membership to Recreation Connection for employee discounts - \$150
- Annual membership for Survey Monkey - \$800
- Annual membership fees for the following associations:
 - Society of Human Resources Management (SHRM) - \$200
 - Association for Training Development (ATD) - \$350
 - World at Work - The Total Rewards Association - \$350
 - Professionals in Human Resources Association (PIHRA) - \$250
 - Organizational Development Network (OD Network) - \$250
 - American Management Association (AMA) - \$250

Professional Development (Lic.)	\$70,000.00	\$125,000.00	78.57%
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Description

Budget provides for training and development opportunities for all employees, including trainings developed through the new First 5 LA University platform. Training includes basic skills development, First 5 LA fundamental development and leadership development. Areas of focus may include business writing, communication styles, First 5 LA orientation, interpersonal communication, listening skills, presentation skills, time management, conflict resolution, HR for managers, and leadership skills.

Recruiting Expenses	\$25,000.00	\$25,000.00	0.00%
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Description

Budget 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 to conduct video-conferences for the purpose of interviewing candidates.

Consultant Fees	\$200,000.00	\$150,000.00	-25.00%
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Description

Budget will provide funds to procure professional consultations in the Human Resources are, including but not limited to:

- Job description and leveling services = \$15,000
- Fees for recruitment of executive/senior-level personnel, if needed = \$74,500
- Legal costs associated with personnel investigations and consultations = \$25,000
- Disability Compliance Services fees = \$8,000
- Merit Planning = \$7,000
- Other services as needed = \$20,500

Professional Fees	\$7,950.00	\$7,950.00	0.00%
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Description

To provide additional funds for an ergonomic assessments for the rest of the fiscal year.

Web-Based Services	\$68,000.00	\$78,000.00	14.70%
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Description

Budget includes costs related to the following:

- HRIS system = \$20,000
- Performance Management System = \$26,000
- Learning Management System = \$10,000
- Mandatory Compliance Training = \$7,800
- Oak Tree Data Employee ID Cards = \$1,500
- Annual Hay Group Job Evaluation Manager (JEM) Fee = \$4,000
- Taleo Performance Management System = \$3,100
- Sovos IRS mandatory ACA Reporting= \$5,200

Airfare	\$1,500.00	\$1,500.00	0.00%
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Description

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

Lodging	\$2,000.00	\$4,000.00	100.00%
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Description

Budget to provide lodging at professional conferences outside of the greater Los Angeles area.

Conference/Training Registrations \$8,780.00 \$8,000.00 -8.88%

Description

Budget based on registration fees for the following annual professional conferences and local seminars:

- Professionals in Human Resources Association (PIHRA) California HR Conference - 3 staff - Aug. 29-31, 2016 - Long Beach, CA = \$2,800
Association for Training Development (ATD) - 1 staff - 4 days - Location TBD - Dates TBD = \$1,600
World at Work - 1 staff - 3 days - Washington, D.C. - Dates TBD = \$1,800
Employment Law Updates - 4 staff - Local - Dates TBD = \$1,000
HR Boot Camp - 1 staff - Local - Dates TBD = \$400
Leave Management - 1 staff - Local - Dates TBD = \$400

Meeting Exp. \$420.00 \$2,000.00 376.19%

Description

Refreshments and snacks for 40 training sessions at \$50 each

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

Description

Provides for various daily expenses incurred while attending professional conference 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

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	530,410	530,410	402,669	532,632	2,222
Total Employee Benefits	168,869	168,869	145,773	164,150	(4,719)
Total Personnel Services	699,279	699,279	548,442	696,782	(2,497)
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	1,000	1,000	600	1,000	-
6206 Telephones and Modems	65,000	45,000	45,000	35,000	(10,000)
6207 Cell Phones and Mobile Devices	20,000	13,000	13,000	15,000	2,000
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	15,000	12,000	11,913	15,000	3,000
6214 Subscriptions and Publications	-	-	-	-	-
6218 Equipment Rental	-	-	-	-	-
6220 Building Repairs and Maintenance	-	-	-	-	-
6221 Equipment Repairs and Maintenance	10,000	5,000	4,957	5,000	-
6222 Offsite Storage	4,500	4,500	2,500	4,500	-
6223 Hardware and Software Maintenance	250,000	220,000	200,000	220,000	-
6230 Miscellaneous Service Charges	-	-	-	-	-
6231 Miscellaneous/Contingency	-	-	-	-	-
Total General Operating Expenses	365,500	300,500	277,971	295,500	(5,000)
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	500	500	-	-	(500)
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	10,000	7,000	5,000	7,000	-
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	10,500	7,500	5,000	7,000	(500)
Consultant Services					
6601 Consultant Fees	360,000	245,205	180,000	200,000	(45,205)
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	360,000	245,205	180,000	200,000	(45,205)
Travel and Meeting Expenses					
6701 Airfare	792	792	-	792	-
6703 Lodging	926	926	-	926	-
6704 Conference Registration	1,000	1,000	-	3,000	2,000
6706 Local Meetings	1,000	1,000	-	1,000	-
6707 Per Diem	408	408	-	408	-
Total Travel and Meeting Expenses	4,126	4,126	-	6,126	2,000
Capital Improvements					
6216 Capital Outlay	120,000	120,000	100,000	75,000	(45,000)
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	120,000	120,000	100,000	75,000	(45,000)
Total Department Expenses	1,559,405	1,376,610	1,111,413	1,280,408	(96,202)

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Information Technology	\$1,376,610.00	\$1,280,408.00	-6.99%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$1,000.00	\$1,000.00	0.00%

Description

Technical training for IT staff are limited to metropolitan Los Angeles area. We expect an average of one training class per technical staff (4 people) staff with average duration of each class no more than 4 days. In addition to technical training, we expect three staff to attend two conferences each over the 2016-17 fiscal year. Half of these conferences will be within California and will require mileage and parking.

Telephones & Modems-Gen	\$45,000.00	\$35,000.00	-22.22%
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Description

We completed a new contract with AT&T which reduced our monthly cost significantly. Included in this budget is monthly fee for three fax lines, three analog lines and long distance calls.

Cell Phones & Mobile Devices	\$13,000.00	\$15,000.00	15.38%
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Description

All company issued cell phones and Mobile devices are consolidated under Verizon Wireless. IT budgets for the monthly payment to Verizon for an estimated 25 devices purchased and issues to Directors and Executives. These devices include Cell phones, Wi-Fi devices (issues to Best Start and Marketing & Communication), and data plan on some iPads. Additionally, within IT there are 4 staff members eligible for the monthly stipend for personal cell phone usage. The FY 16-17 budget includes all of the above fixed monthly costs, potential replacement cost for devices that are beyond repair, and provision for new Executives and senior staff coming on board that may require new devices.

Office Supplies	\$12,000.00	\$15,000.00	25.00%
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Description

IT is now charged with purchase of all ergonomic workstation preferals such as keyboard, Mouse, Security screen, anti-glare screen, etc. Additionally, this budget includes costs related to purchase of normal technology supplies for the entire organization, included Solid State storages, flash drives, replacement technology preferals, network printer toners, and some telecommunication devices such as phone head sets. Included in this budget are batteries for audio/visual equipment, wireless keyboards and mouse, etc.

Expendable - Equipment	\$120,000.00	\$75,000.00	-37.50%
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Description

We expect one or more new server component for FY 16-17 at about \$30,000. We also expect to replace several of our aging projectors and workstations in addition to purchase of tablets for the staff who need to work outside of the office. We estimate the expenditure not to exceed \$45,000.

Equipment Repairs & Maintenance	\$5,000.00	\$5,000.00	0.00%
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Description

We do not expect many equipment repairs as we have upgraded our infrastructure components. The primary repairs are associated with older HP network printers.

Rents & Lease - Offsite Storage	\$4,500.00	\$4,500.00	0.00%
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Description

Our current cost of off site storage for our backup tapes is not changing.

Hardware & Software Maintenance	\$220,000.00	\$220,000.00	0.00%
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Description

The budget includes annual maintenance associated for hardware and software components in IT inventory. These components include all server and storage, backup/recovery, telecommunication gears, Network and security apparatus, audio/visual components, applications such as Financial Edge, GIFTS, Enterprise Document Management System, software subscription licenses for email and SharePoint, Tableau reporting, and anti-virus software. Additionally, IT envisions additional subscription for potential future applications such as Customer Relations Management (CRM), Project Portfolio Management, asset inventory, and additional licenses maybe required for the new Financial Edge NXT as usage is anticipated to increase by the organization.

Professional Development (Lic.)	\$7,000.00	\$7,000.00	0.00%
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Description

IT has existing vouchers for technical training. However, IT plans to attend additional seminars and conferences to related to First 5 LA business to better align itself with the new strategy.

Consultant Fees	\$245,205.00	\$200,000.00	-18.43%
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Description

The bulk of the re-implementation of Financial Edge NXT tasks, which will require BlackBaud consulting, is planned for July through December of 2016. Additional consulting will be needed for re-engineering current SharePoint due to organizational re-alignment and other foundational applications such as Customer Relations Management and Project Portfolio Management, asset inventory management, and data re-engineering associated with Measuring, Learning, and Evaluation (MEL) initiative. Consulting will include expertise in data architecture, software programming, and data integration areas. Other areas anticipated use this budget is associated with external trainer for the new SharePoint platform for Enterprise Document Management System (EDMS), Financial Edge NXT for non-finance staff.

Airfare	\$792.00	\$792.00	0.00%
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Description

The budget should accommodate three IT staff attending two conferences each outside of California and one each in California in FY 16-17.

Lodging	\$926.00	\$926.00	0.00%
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Description

The budget should accommodate three IT staff attending two conferences each outside of California and one conference each in California in FY 16-17.

Conference/Training Registrations	\$1,000.00	\$3,000.00	200.00%
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Description

The budget should accommodate three IT staff attending two conferences each outside of California and one each in California in FY 16-17.

Meeting Exp.	\$1,000.00	\$1,000.00	0.00%
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Description

IT expects to host a total of 5 days of instructor-based on-site training on SharePoint and other new platforms. Additionally IT plans to hold 10 internal trainings for IT staff and other colleagues that will expand over lunch.

Per Diem/Meals	\$408.00	\$408.00	0.00%
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Description

The budget should accommodate three IT staff attending two conferences each outside of California one inside California in FY 16-17.

OFFICE OF STRATEGIC PLANNING AND INTEGRATION

Authorized Positions

Director	1
Total	1

The Office of Strategic Planning and Integration (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. The OSPI team provides guidance and support for the successful execution of projects and initiatives that require cross departmental collaboration and effective organization-wide 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 develop and implement cross-functional and organization-wide specific initiatives that are coordinated and sequenced.
- Working with leadership across the organization to ensure First 5 LA's human capital and financial resources are deployed strategically, efficiently, and effectively.
- Collaborating with the Research and Evaluation department to develop and implement Monitoring, Evaluation and Learning (MEL) projects, support staff and board learning of MEL principles and continued application of MEL throughout internal and external facing initiatives.

OFFICE OF STRATEGIC PLANNING AND INTEGRATION

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	178,325	178,325	178,000	185,633	7,308
Total Employee Benefits	32,880	32,880	23,670	47,393	14,513
Total Personnel Services	211,205	211,205	201,670	233,026	21,821
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	600	600	360	600	-
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	720	720	150	720	-
6214 Subscriptions and Publications	360	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	2,180	2,180	510	2,180	-
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	-	-	-	-	-
6508 First 5 Californai Association	-	-	-	-	-
6509 Professional Development	2,000	2,000	500	2,000	-
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	2,000	2,000	500	2,000	-
Consultant Services					
6601 Consultant Fees	250,000	470,000	465,000	340,000	(130,000)
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	250,000	470,000	465,000	340,000	(130,000)
Travel and Meeting Expenses					
6701 Airfare	2,000	2,000	-	2,000	-
6703 Lodging	2,400	2,400	-	2,400	-
6704 Conference Registration	4,800	4,800	240	4,800	-
6706 Local Meetings	55,000	28,900	3,024	10,000	(18,900)
6707 Per Diem	960	960	-	960	-
Total Travel and Meeting Expenses	65,160	39,060	3,264	20,160	(18,900)
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	530,545	724,445	670,944	597,366	(127,079)

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Office of Strategic Planning and Integration	\$724,445.00	\$597,366.00	-17.54%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$500.00	\$500.00	0.00%

Description

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.

Cell Phones & Mobile Devices	\$600.00	\$600.00	0.00%
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Description

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.

Office Supplies	\$720.00	\$720.00	0.00%
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Description

Provides general office supplies for the Office of Strategic Planning and Integration. Estimated monthly expenditure is an average of \$60 to support a cross-department team involved in strategic planning.

Subscription & Publications Gen	\$360.00	\$360.00	0.00%
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Description

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 Development (Lic.)	\$2,000.00	\$2,000.00	0.00%
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Description

Funding for training seminars on various topics including but not limited to strategic planning, project management, and leadership development.

Consultant Fees	\$470,000.00	\$340,000.00	-27.65%
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Description

The Consultant Fees budget amount of \$340,000 is anticipated to support the Learning and Integration Division, as well as continued support for the organizational transformation process. The prior year budget was \$470,000 - which included costs related to the organization transformation work. The current organization consulting services associated with restructuring is expected to be completed by the beginning of FY 16-17, but we anticipate ongoing support will be needed for the learning, training and organizational development support related to integration activities, in addition to other cross cutting planning & implementation needs. This may include consultant support for implementing new integration structures, coaching staff on learning and integration associated activities, and supporting development and facilitation of new processes and procedures across the organization.

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

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.

Lodging	\$2,400.00	\$2,400.00	0.00%
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Description

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.

Conference/Training Registrations	\$4,800.00	\$4,800.00	0.00%
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Description

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/First 5 CA, the Council of Foundations, Grantmakers for Effective Organizations, and Center for Effective Philanthropy. Estimate is based on an average conference registration of \$1,200.

For example, the Council on Foundations annual conference registration is \$1400, for a total of 4 days and 3 nights - an additional day/night may be required for travel. The location alternates between Washington DC and other cities around the country. The 2017 location has not yet been disclosed. The Grantmakers for Effective Organizations Annual Conference registration is \$1300, for 3 days, 2 nights, with an additional day/night for travel. The location for 2017 is not yet disclosed.

Meeting Exp.	\$28,900.00	\$10,000.00	-65.39%
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Description

The Meeting Expenditure budget of \$10,000 is requested to support potential meetings with outside stakeholders, community members and others to engage with First 5 LA focused on the strategic plan implementation. Additional meeting expenses are projected to support internal and external meetings attended by Commissioners, staff, and guests. These meetings or convenings may involve opportunistic gatherings to share, learn and collaborate on issues related to strategic plan implementation, integration and learning.

Per Diem/Meals	\$960.00	\$960.00	0.00%
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Description

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 for 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

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	927,351	927,351	428,766	973,114	45,763
Total Employee Benefits	291,386	291,386	120,859	290,977	(409)
Total Personnel Services	1,218,737	1,218,737	549,625	1,264,091	45,354
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	4,000	4,000	1,700	3,500	(500)
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	-	1,600	1,600	3,000	1,400
6208 Outside Printing	1,200	1,200	-	750	(450)
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	500	500	-	250	(250)
6212 Office Supplies	3,500	3,500	1,410	3,500	-
6214 Subscriptions and Publications	2,500	2,500	500	2,500	-
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	11,700	13,300	5,210	13,500	200
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	1,500	1,500	-	2,000	500
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	3,000	3,000	-	8,000	5,000
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	4,500	4,500	-	10,000	5,500
Consultant Services					
6601 Consultant Fees	-	-	-	-	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	-	-	-	-	-
Travel and Meeting Expenses					
6701 Airfare	15,000	15,000	7,500	20,000	5,000
6702 Program Events - Policy Sac/DC	40,000	40,000	40,000	-	(40,000)
6703 Lodging	7,000	7,000	2,643	7,000	-
6704 Conference Registration	7,000	5,400	5,400	7,000	1,600
6706 Local Meetings	6,000	6,000	3,534	10,000	4,000
6707 Per Diem	4,000	4,000	2,500	4,000	-
Total Travel and Meeting Expenses	79,000	77,400	61,577	48,000	(29,400)
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	1,313,937	1,313,937	616,412	1,335,591	21,654

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Policy & Intergovernmental Affairs	\$1,313,937.00	\$1,335,591.00	1.65%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$4,000.00	\$3,500.00	-12.50%

Description

Reduces the 15-16 allocation of \$4,000 to \$3,500 based on expenses incurred to-date and historic spending. This budget would cover mileage for 150 trips to local meetings with an average round trip of 20 miles at an IRS reimbursement rate of 57.5 cents per mile (\$1700) plus parking for each trip of \$10 (\$1500). An additional \$300 is included to account for unexpected additional travel incurred by new hires throughout the fiscal year. Frequent trips by policy department staff have included the following destinations, and are expected to continue throughout FY 16-17: San Fernando Valley (Valley Industry and Commerce Association), Downtown LA (philanthropy, city/county government, partner organizations), LAX and Burbank Airports, Santa Fe Springs (LACOE), Best Start Community Partnership meetings (Countywide), Welcome Baby Hospitals (Countywide). Though staff assumes an average trip of 15 miles roundtrip, many of these destinations are significantly longer distance, including the Antelope Valley, southeast cities, and San Fernando Valley.

Cell Phones & Mobile Devices	\$1,600.00	\$3,000.00	87.50%
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Description

Assumes up to five department staff will be eligible for cell phone reimbursement at a rate of \$50/month over 12 months (\$600 per person). Currently two staff are receiving the maximum cell phone reimbursement, and the policy department expects to fill three currently-authorized positions within FY 16-17 who would be eligible for the same reimbursement: the Policy Manager, Senior Policy Program Officer, and Senior Policy Analyst.

Outside Printing & Publications	\$1,200.00	\$750.00	-37.50%
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Description

The Policy Department may need to pay for professional produced materials to support policy and advocacy efforts. Staff recommend reducing the budget allocation from FY 15-16 (\$1,200) as the average spending in the past four fiscal years has averaged less than \$600/year.

Educational Supplies	\$500.00	\$250.00	-50.00%
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Description

The proposed budget reflects a decrease of 50% as the Policy Department has never spent about \$100 per year for educational materials. As the department hosts more meetings and attends more events, more supplies may be required.

Office Supplies	\$3,500.00	\$3,500.00	0.00%
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Description

Holds FY 15-16 funding constant for FY 16-17. The policy department expects to hire new staff in the 16-17 year who will require office supplies. We additionally expect to produce more materials in-house for frequent meetings with staff, partners, and elected officials. While we do not propose new funding in this category, we do not recommend decreasing allocations until we understand what the impact of filling vacant positions will have on this budget. In 15-16, only half of the department's positions approved in the FY 15-16 budget were filled, and staff expects additional hires to be made in FY 16-7, potentially doubling the size of the department.

Subscription & Publications Gen	\$2,500.00	\$2,500.00	0.00%
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Description

The Policy Department subscribes to relevant publications and services to inform the public policy and advocacy opportunities. The Department has historically overspent its initial budget allocations and recommends maintaining the \$2,500 level from FY 15-16.

Dues & Subscriptions	\$1,500.00	\$2,000.00	33.33%
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Description

First 5 LA maintains a membership with the Valley Industry and Commerce Association (VICA), a regional chamber of commerce, and may elect to join other regional chambers of commerce to advance the business community's support of early childhood priorities. Staff proposes an increase to ensure the Department is able to cover VICA dues.

Professional Development (Lic.)	\$3,000.00	\$8,000.00	166.66%
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Description

The policy department plans to conduct up to two off-site team retreats, facilitated by a team development expert. Based on other department experiences, one day facilitated retreats have cost between \$2,000 and \$5,000 depending on the preparation and follow-up required. Using First 5 LA's blended rate of \$150 and assuming that each full-day retreat will require 24 hours of a professional facilitator's time (8 hr/day; one day of preparation and development, one day of delivery, one day of follow-up) for a total of 48 hours of support, staff assumes the professional services cost of two retreats would be up to \$7,200 (150 x 48). And additional \$800 is reserved for potential facility and food costs.

Airfare	\$15,000.00	\$20,000.00	33.33%
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Description

Policy Department activities require frequent travel to Sacramento for priority meetings, at least one annual trip to Washington DC, and other travel to First 5 LA-related conferences and events. The Policy Department assumes travel frequency will increase, including travel for new staff expected to be hired through 2016-17 to fill vacant positions.

Lodging	\$7,000.00	\$7,000.00	0.00%
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Description

Policy Department staff frequently travel to Sacramento, the San Francisco Bay Area, and take an annual multi-day trip to Washington DC. Staff also attend conferences and events out of the region which require overnight lodging. Staff recommends holding allocated funding constant for FY 16-17.

Conference/Training Registrations	\$5,400.00	\$7,000.00	29.62%
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Description

The Policy Department made mid-year adjustments to the conference/training budget to account for increased operating expenses in other areas. Staff recommends allocating the same resources to this budget in FY 16-17 as in the beginning of FY 15-16, which would cover at least one staff participating in a formal leadership development program like Leadership LA (\$3,500/person) and to attend additional conferences as relevant to advancing the Strategic Plan. Examples of registrations in previous years include the Grantmakers in Health conference and the LA Chamber's Access LA lobbying days.

Meeting Exp.	\$6,000.00	\$10,000.00	66.66%
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Description

First 5 LA plans to host more meetings to engage directly with elected officials, their staff, and other policymakers in FY 16-17. Examples of meetings hosted by First 5 LA include a welcome events for elected and appointed officials, educational meetings for policymakers focused on strategic plan outcome areas, and interdepartmental working group meetings.

Per Diem/Meals	\$4,000.00	\$4,000.00	0.00%
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Description

Staff frequently travels for all-day and multi-day meetings and events out of LA County, and recommends allocating the same funding for FY 16-17 as in FY 15-16. Based on current per diem rates, this budget would cover 60 days of full day travel across up to 12 policy department staff.

PROGRAM DEVELOPMENT

Authorized Positions

Director	1
Program Officer III	4
Program Officer II	12
Administrative Assistant	1

Total **18**

Part-time/Temporary Program Officer II 1,248 hours

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.

The Program Development staff is currently responsible for designing, developing and/or implementing and managing

- 13 projects in support of the current strategic plan involving 51 individual existing or projected contracts with total budgets of \$67,511,500 for FY 16-17 (see Table 1); and
- 9 legacy projects involving 28 individual contracts with total budgets of over \$16,060,700 that will continue into FY 16-17 (Table 2).

All Program Development Department staff members are implementing projects within the current strategic plan and/or projects identified as potentially aligned to the strategic plan.

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

Communities	
Programs	Number of Contracts
Community Capacity Building	0
Resource and Referral	0
Project Total = 2	Contract Total = 0
ECE	
Kindergarten Readiness Assessment	1
Professional Development	3
QRIS	4
Bridge Fund	1
Project = 4	Contract Total = 9
Families	
Programs	Number of Contracts
Abriendo Puertas	2
Project DULCE	4
Family Strengthening Oversight Entity	1
Welcome Baby + Universal Assessment of Newborns	13
Select Home Visiting	20
Project Total = 5	Contract Total = 40
Health	
Programs	Number of Contracts
Help Me Grow organizing (administrative) entity partnership	1
Trauma informed-care pooled fund w/philanthropic partners	1
Project Total = 2	Contract Total = 2

Table 2: Legacy Projects	
Early Care & Education	
Programs	Number of Contracts
Prenatal-5 Core Competencies	1
Project Total = 1	Contract Total = 1
Public Health	
21 st Century Dental Home	1
Children's Dental Care Project – UCLA	1
Little by Little/One Step Ahead	1
Early Childhood Linkage to Wellness	1
Project Total = 4	Contract Total = 4
Family Strengthening	
Programs	Number of Contracts
Baby Friendly Hospitals	5
Project Total = 1	Contract Total = 5
Behavioral Health	
Programs	Number of Contracts
First Connections (Early Identification and Intervention – Autism and other Developmental Delays)	7
Parent-Child Interaction Therapy	2
Partnerships for Families	9
Project Total = 3	Contract Total = 18

PROGRAM DEVELOPMENT

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	1,427,663	1,427,663	1,393,226	1,555,528	127,865
Total Employee Benefits	487,084	487,084	356,188	529,469	42,385
Total Personnel Services	1,914,747	1,914,747	1,749,414	2,084,997	170,250
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	2,800	3,900	3,334	4,300	400
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	5,000	1,500	1,320	3,000	1,500
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	2,000	2,000	178	2,200	200
6214 Subscriptions and Publications	900	200	-	400	200
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	10,700	7,600	4,832	9,900	2,300
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	800	2,200	432	2,500	300
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	4,000	5,350	-	8,000	2,650
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	4,800	7,550	432	10,500	2,950
Consultant Services					
6601 Consultant Fees	-	-	-	-	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	-	-	-	-	-
Travel and Meeting Expenses					
6701 Airfare	7,000	8,000	1,793	8,700	700
6703 Lodging	7,500	9,400	4,105	11,000	1,600
6704 Conference Registration	11,000	13,000	13,000	14,000	1,000
6706 Local Meetings	2,600	4,200	3,918	4,900	700
6707 Per Diem	3,550	5,550	3,482	6,000	450
Total Travel and Meeting Expenses	31,650	40,150	26,298	44,600	4,450
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	1,961,897	1,970,047	1,780,976	2,149,997	179,950

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Program Development	\$1,970,047.00	\$2,149,997.00	9.13%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$3,900.00	\$4,300.00	10.25%

Description

Provides for costs related to travel for local meetings with grantees, contractors, and strategic partners as well as local trainings and site-visits. The cost is based on an estimate of approximately \$20 a month for 18 staff (managers and POII's). Monthly allowance to include public transportation, mileage and parking expenses. Increase reflects a ramp up of work and current per person expenditure which includes an addition of 1 full time employee and 1 part-time temporary employee.

Cell Phones & Mobile Devices	\$1,500.00	\$3,000.00	100.00%
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Description

Provides for a \$50 per month reimbursement to Director and four Managers for use of personal cell phone or mobile device to conduct First 5 LA business. Five Senior staff at \$50 each for 12 months. Amount decreased from previous year due to some managers not utilizing policy. All managers and director are now confirmed and have been receiving monthly reimbursements.

Office Supplies	\$2,000.00	\$2,200.00	10.00%
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Description

Provides for general office supplies for 18 full-time employees and one part-time staff for 12 months. This comes out to approximately \$10 per month per full-time employee for the year.

Subscription & Publications Gen	\$200.00	\$400.00	100.00%
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Description

Provides a budget of approximately \$33 per month to cover the purchase of resource books as well as journal articles related to the Program Development work as well as Strategic Plan Implementation outcome areas. Amount decreased from last year's original budget by gathering staff's feedback and determining that resources could be shared by department.

Dues & Subscriptions	\$2,200.00	\$2,500.00	13.63%
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Description

Provides for staff to be members of professional organizations such as the American Public Health Association, National Association of Social Work and the National Association for the Education of Young Children.

Professional Development (Lic.)	\$5,350.00	\$8,000.00	49.53%
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Description

Provides for specialized in house training and workshops for the program development staff to include support of the 2015-2020 strategic plan outcome areas. Also provides for online and in-person professional development training specific to the Administrative Assistant role on a variety of department support topics. Increase reflects a ramp up of strategic plan implementation work which began in the 2nd quarter of FY 15-16. The increased amount also includes an addition of 1 full time employee and 1 part-time temporary employee. Activities to compliment organization-wide training, including focus on development of specific and general content knowledge, as needed.

Airfare	\$8,000.00	\$8,700.00	8.75%
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Description

Provides for airfare to and from professional conferences or meetings outside of the Los Angeles area. Based on FY 15-16 expenditures, the majority of travel was to the Northwest Region with an average of 2 days. Other regions included Southeast and Northeast with an average of 3 days. The amount is based on FY 15-16 expenditures and includes an increase to reflect a ramp up of work and an addition of 1 full time employee and 1 part-time temporary employee. The work will support the 2015-2020 strategic plan implementation.

Lodging	\$9,400.00	\$11,000.00	17.02%
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Description

Provides for lodging at multi-day professional conferences or meetings outside of the Los Angeles area. Based on FY 15-16 expenditures, the majority of travel was to the Northwest Region with an average of 2 days. Other regions included Southeast and Northeast with an average of 3 days. The amount is based on FY 15-16 expenditures and includes an increase to reflect a ramp up of work and an addition of 1 full time employee and 1 part-time temporary employee. The work will support the 2015-2020 strategic plan implementation.

Conference/Training Registrations	\$13,000.00	\$14,000.00	7.69%
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Description

Provides for registration expenses for professional conferences. The amount is based on FY 15-16 expenditures and includes an increase to reflect a ramp up of work and an addition of 1 full time employee and 1 part-time temporary employee. The work will support the 2015-2020 strategic plan implementation.

Meeting Exp.	\$4,200.00	\$4,900.00	16.66%
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Description

Provides for expenses related to program development projects as well as support of the 2015-2020 strategic plan outcome areas. These may include meetings with Commissioners, legal counsel, staff, grantees, and contractors.

Per Diem/Meals	\$5,550.00	\$6,000.00	8.10%
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Description

Provides for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area. The amount is based on FY 15-16 expenditures and includes an increase to reflect a ramp up of work and an addition of 1 full time employee and 1 part-time temporary employee. The work will support the 2015-2020 strategic plan implementations.

RESEARCH & EVALUATION

Authorized Positions

Director	1
Assistant Director	1
Research Analyst III	3
Information Analytics Manager	1
Research Analyst II	8
Research Assistant	2
Administrative Assistant	1
Total	17

Two Student Professional Workers (Temporary, Part-Time)	1422 hours
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As outlined in the 2015-2020 Strategic Plan, First 5 LA’s Research and Evaluation activities are guided by the Monitoring, Evaluation, and Learning (MEL) Framework. The MEL framework is an organizing structure for the work First 5 LA will conduct in order to study and learn about execution of the 2015–2020 Strategic Plan. The MEL framework represents a fundamental shift from First 5 LA’s traditional approach to research and evaluation because of its emphasis on learning as both a primary goal and an essential input to efforts aimed at achieving greater impact in outcomes for children and families. First 5 LA is becoming a more systematic, intentional and data-driven learning organization. Learning in the context of MEL is defined as the process of forming and applying knowledge insights, and information to decisions and actions for impact. Knowledge, insights or information can be generated through monitoring, evaluation, and research or less formal means, such as peer-to-peer learning, observations in the field, or gathering anecdotal information from experience. In order to ground and focus First 5 LA’s MEL efforts, the following learning priorities have been identified:

- To learn about the implementation and outcomes of our investments
- To learn about how our internal performance and processes affect implementation of the strategic plan
- To learn about factors in the external environment that affect and influence the work of First 5 LA, and factors that are indicative of the outcomes we seek

First 5 LA’s MEL work consists of three primary components: monitoring, evaluation, and research. In addition, the framework includes two component supports: data development and data integration. The FY 16-17 programmatic budget reflects these areas of work and the proposed operating budget assumes the staffing and resources required to implement these projects.

RESEARCH AND EVALUATION

	Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services					
Total Salaries	1,543,096	1,543,096	1,304,666	1,428,123	(114,973)
Total Employee Benefits	495,725	495,725	283,948	461,254	(34,471)
Total Personnel Services	2,038,821	2,038,821	1,588,614	1,889,377	(149,444)
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	1,000	2,000	2,000	2,000	-
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	1,800	953	1,800	-
6214 Subscriptions and Publications	250	250	72	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	4,050	3,025	4,050	-
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	1,500	1,500	1,500	1,500	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	5,000	7,000	5,000	7,000	-
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	6,500	8,500	6,500	8,500	-
Consultant Services					
6601 Consultant Fees	168,000	160,500	-	150,000	(10,500)
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	168,000	160,500	-	150,000	(10,500)
Travel and Meeting Expenses					
6701 Airfare	5,150	8,150	8,150	11,000	2,850
6703 Lodging	14,600	14,600	9,400	16,000	1,400
6704 Conference Registration	3,200	4,700	4,700	4,700	-
6706 Local Meetings	4,000	4,000	4,000	4,000	-
6707 Per Diem	7,000	7,000	5,825	9,000	2,000
Total Travel and Meeting Expenses	33,950	38,450	32,075	44,700	6,250
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	2,251,321	2,250,321	1,630,214	2,096,627	(153,694)

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Research & Evaluation	\$2,250,321.00	\$2,096,627.00	-6.83%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	\$2,000.00	\$2,000.00	0.00%

Description

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 20 miles per month for 15 staff (managers and RAII's) at \$0.54 per mile.

Office Supplies	\$1,800.00	\$1,800.00	0.00%
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Description

Provides for general office supplies for 19 full time staff people for 12 months. This comes out to \$95 per year per FTE.

Subscription & Publications Gen	\$250.00	\$250.00	0.00%
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Description

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.

Dues & Subscriptions	\$1,500.00	\$1,500.00	0.00%
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Description

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).

Professional Development (Lic.)	\$7,000.00	\$7,000.00	0.00%
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Description

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 Fees	\$160,500.00	\$150,000.00	-6.54%
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Description

Resources are included (\$150,000) to support the consultant work regarding the development of the new Monitoring, Evaluation and Learning (MEL) framework.

Airfare	\$8,150.00	\$11,000.00	34.96%
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Description

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

Lodging	\$14,600.00	\$16,000.00	9.58%
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Description

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

Conference/Training Registrations	\$4,700.00	\$4,700.00	0.00%
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Description

Provides for registration expenses for professional conferences. The amount is based on FY 15-16 expenditures.

Meeting Exp.	\$4,000.00	\$4,000.00	0.00%
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Description

Provides for expenses related to research and evaluation projects. These may include meetings with Commissioners, legal counsel, staff, grantees, and contractors. Budget is based on prior year expenditures.

Per Diem/Meals	\$7,000.00	\$9,000.00	28.57%
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Description

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

Draft FY 2016-17 Operating Budget

Executive Committee Meeting

April 28, 2016



Agenda

- Budget Development Context
- Budget Overview
 - Framework
- Budget Summary
- Budget Highlights
- Operating Costs Summary
- Operating Categories and Costs Factors
- Administrative Cost Limit
- Next Steps

Budget Development Context

The FY 2016-17 Budget supports the second year of the 2015-2020 Strategic Plan, providing resources to advance our efforts to ensure that all children in LA County enter kindergarten ready to succeed in school and life

- Informed by the following key activities and inputs:
 - Continued 2015-2020 Strategic Plan implementation and development of activities during Year 1
 - Expiring Initiative Assessments
 - Ongoing Organizational Development & Transformation processes
 - Updated Long-Term Financial Projection
 - Governance Guidelines

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Budget Framework

Structured to reflect the 2015-2020 Strategic Plan priorities, the various components of implementation activity, and ongoing work of the Commission

Components of the FY 2016-17 Budget

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1. 2015-2020 Strategic Plan: Focusing for the Future
 - a) Strategic Plan Priority Outcome Areas
 - b) Strategic Plan Investment Areas & Support Costs
2. Legacy Investments
3. Research & Evaluation
4. Internal Operations

FY 2016-17 Budget Summary

BUDGET CATEGORY	FY 2015-16				Proposed	
	Original		Revised		FY 2016-17	
Program						
<i>2015-2020 Strategic Plan: Focusing for the Future</i>						
a. Strategic Plan Priority Outcome Areas	\$ 57,649,000		\$ 51,119,000		\$ 82,430,000	
b. Strategic Plan Investment Areas & Support Costs	7,669,000		7,669,000		8,087,000	261
<i>Total 2015-2020 Strategic Plan</i>	\$ 65,318,000	28%	\$ 58,788,000	27%	\$ 90,517,000	56%
<i>Legacy Investments</i>	136,518,000	59%	131,920,000	60%	41,144,000	26%
<i>Research & Evaluation</i>	7,086,000	3%	6,752,000	3%	7,166,000	4%
Total Program	\$ 208,922,000	91%	\$ 197,460,000	90%	\$ 138,827,000	86%
Operating	20,794,362	9%	20,794,362	10%	21,794,933	14%
TOTAL BUDGET	\$ 229,716,362	100%	\$ 218,254,362	100%	\$ 160,621,933	100%

Operating Costs Summary

OPERATING COST CATEGORY	FY 2015-16 Budget				Proposed	
	Original		Revised		FY 2016-17 Budget	
Personnel Services	\$ 16,367,981	79%	\$ 16,367,981	79%	\$ 17,647,870	81%
General Operating Expenses	1,398,990	7%	1,343,390	6%	1,325,540	6%
Professional Services	714,900	3%	711,295	3%	803,052	3%
Consultant Services	1,733,500	8%	1,778,455	9%	1,492,950	6%
Travel & Meeting Expenses	458,991	2%	473,241	2%	430,521	2%
Capital Improvements	120,000	1%	120,000	1%	95,000	0.4%
Total Operating Costs	\$ 20,794,362	100%	\$ 20,794,362	100%	\$ 21,794,933	100%

Personnel Services

Total = \$17.6 million (81%)

Increase of \$1.3 million or 8% from revised FY 2015-16 budget

Cost factors include:

- Budgeted merit increases, consistent with prior year implementation of compensation study recommendations
- Updated mix of staff levels, as deemed necessary to effectively and efficiently advance the changing nature of First 5 LA's work

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Personnel: Budget Methodology

- Estimated 3% attrition rate was incorporated into the total budget for salaries and benefits
- Budgeted vacant positions between 92.5-100% of the median salary rate
- Utilized the median cost for health benefits for vacant positions

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General Operating Expenses

Total = \$1.3 million (6%)

Decrease of \$17,850 from revised FY 15-16 budget

Includes costs such as:

- Utilities - \$165,000
- Workers' Compensation Insurance - \$100,000
- Corporate Insurance - \$76,000
- Hardware & Software Maintenance - \$220,000
- Building Repairs and Maintenance - \$180,000

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Professional Services

Total = \$803,052 (4%)

Increase of \$91,757 from revised FY 2015-16 budget

Includes costs such:

- Audit Services - \$70,000
- Legal Services - \$175,000
- Professional Development - \$266,000

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Consultant Services

Total = \$1.5 million (7%)

Decrease of \$285,505 from revised FY 2015
-16 budget

Includes costs related to:

- General consulting needs - \$1.2 million
- Management and security fees for First 5
LA building - \$277,000

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Travel and Meeting Expenses

Total = \$430,521 (2%)

Decrease of \$42,720 from revised FY 2015-16 budget

Includes costs such as:

- Airfare, lodging and per diem - \$239,536
- Conference registrations - \$119,285
- Local meeting costs - \$71,700

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Administrative Cost Limit

- \$12,543,251, or 7.81% of Draft FY 2016-17 Budget
- Consistent with previous years, per the Administrative Cost Policy approved by the Board in June 2012
- Increase due to the reduction of \$57.6 million in overall spending

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Administrative Cost Limit

- Conservative Approach:
 - All costs for administrative departments, as well as 100% of salary/benefit costs for Executive and Senior Leadership, all Directors, and Administrative Assistants
- First 5 LA is the 2nd lowest, with rates across all County Commissions ranging from 5.5-25% of spending

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Next Steps

- May 12, 2016 – Commission Meeting
 - Informational Item: Overview and discussion of the Draft FY 2016-17 Budget
- May 24, 2016 – Budget & Finance Committee
 - Review changes to the FY 2016-17 Budget based on:
 - Commission Feedback
 - Updated information/direction
- May 26, 2016 – Program & Planning Committee
 - Discussion of FY 2016-17 proposed programmatic costs
- June 9, 2016 – Commission Meeting
 - Action Item: Final FY 2016-17 Budget presented for Board Approval

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QUESTIONS?

