

AGENDA

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

Budget & Finance Committee Chair: Robert Byrd

Wednesday, May 3, 2017
2:00 PM

Meeting Location:

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



ASPOSE

Your File Format APIs

1. **ACTION**
Call to Order
- **Judy Abdo, Chair**
2. **INFORMATION** 3
Review Executive Committee Meeting Notes - March 6, 2017
- **Judy Abdo, Chair**
3. **INFORMATION**
Standing Items 5
 - A. Review of Annual Operating Budget 5
- **Raoul Ortega, Finance Director**
- **Daisy Lopez, Financial Planning & Analysis Analyst/Budget Manager**
 - B. Annual Audit
 - C. Review of Annual Report to the State Commission
 - D. Contract Compliance
 - E. Quality Assurance
 - F. Evaluation – Update on Board Engagement and Board Expertise 292
Survey Findings
- **Linda Vo, Board Relations Specialist**
 - G. Policy and Advocacy
 - H. Personnel and Compensation

COMMISSIONERS

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

EX OFFICIO MEMBERS

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

EXECUTIVE DIRECTOR

Karla Pleitéz Howell

EXECUTIVE VICE PRESIDENT

John A. Wagner

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4. **INFORMATION**
Public Comment
5. **ACTION**
Adjournment
6. **CLOSED SESSION**
PUBLIC EMPLOYEE PERSONNEL EVALUATION
Government Code Section 54957
Title: Executive Director



**FIRST 5 LA
SUMMARY MEETING NOTES
Special Meeting of the Executive Committee
March 6, 2017**

COMMITTEE MEMBERS PRESENT:

Judy Abdo (Chair)
Nancy Au (Vice Chair)
Brandon Nichols
Marlene Zepeda

LEGAL COUNSEL:

Craig Steele

STAFF PRESENT:

Kim Belshé, Executive Director
John Wagner, Executive Vice President

COMMISSIONERS PRESENT

Duane Dennis

RECORDING SECRETARY:

Linda Vo, Board Relations Specialist

1. Call to Order/Roll Call

The meeting was called to order by Committee Chair Abdo at 1:31 pm. Committee Chair Abdo welcomed everyone in attendance. Roll call was completed.

2. Review of Executive Committee Meeting Notes – October 6, 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
9. Personnel and Compensation

4. New Committee Member Orientation

Ms. Belshé informed the Committee that Commissioner Duane Dennis would be joining the Committee to help orient Executive Committee members to their roles and responsibilities, given most members were fairly new to the Committee. The Executive Committee read through the bylaws, focusing on the Executive Committee section that explicitly called out their duties and roles and areas of oversight.

Commissioner Dennis briefly stressed the importance of the Executive Committees responsibility in being the first group of Commissioners to evaluate the Executive Director's performance and to deal with any personnel issues that may rise.

There is no further discussion on the item.

5. Board Survey on Engagement Opportunities and Board Expertise

Ms. Vo briefly talked about First 5 LA's interest in launching another survey as a follow-up to the last survey that was launched to Commissioners in March 2016. She talked about the

importance of supporting Commissioners in their roles as our governing Board and that part of this, involved engaging Commissioners in various activities as well as leveraging their expertise to advance the strategic direction of First 5 LA. Ms. Vo walked the Committee through a draft survey that included two sections: Board Engagement Opportunities and Board Expertise. For the Board engagement opportunities section, Commissioners were asked to state their interest level (extremely interested, interested, and not at all interested) in various activities. For the Board expertise section, Commissioners were asked to express their familiarity level (extremely familiar, familiar, and not at all familiar) to various topics, including those connected with First 5 LA's priority outcome areas.

Ms. Vo commented that this survey would ask Commissioners to identify themselves in order for staff to make the data a more useful resource. That way, staff can match Commissioners interests to specific activities.

Commissioner Abdo commented that it would be great to have something that would allow Commissioners to get to know one another better, given the many additions to the Board as of late.

Commissioner Zepeda commented that she would like the term "buddy system" revised to something equivalent to a mentor. She also requested adding on business and philanthropy as area of expertise that staff should query Commissioners about.

Ms. Vo concluded this section by adding that the requested edits would be incorporated into the survey before it is sent out in March, 2017.

There was no further discussion on the item.

ADJOURNMENT:

The regular session adjourned at 11:16 am. Closed session begins.

NEXT MEETING:

The next scheduled meeting will take place as follows:

Wednesday, May 3, 2017
2:00 pm – 4:00 pm

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

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



FY 2017-18 BUDGET:

TRANSMITTAL MEMO

Memo

To: Executive Committee

From: Kim Belshé, Executive Director

Date: May 3, 2017

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2017-18 BUDGET**

Members of the Committee,

We are pleased to present the FY 2017-18 Proposed Budget, for your consideration and discussion at the April 26, 2017 Budget and Finance Committee meeting. This proposed budget represents the third budget to align with the 2015-2020 Strategic Plan: Focusing for the Future and the first budget organized to reflect First 5 LA’s new organizational structure and staffing in furtherance of our strategic direction, role and intended impact.

Committee members will find in the attached material extensive information that includes FY 2017-18 Budget highlights, detailed budget information by each of our four divisions, and operating costs. This material will be summarized and presented at the Committee’s April 26 meeting to help guide and inform the discussion. We will also pose a number of questions to which staff will solicit feedback and direction from Committee members.

What follows are a number of observations about key themes and issues associated with the proposed FY 2017-18 Budget. In the attached material, Commissioners can review both a high-level overview of the four divisions around which First 5 LA’s work is now organized, including division goals, strategic priorities for the year ahead, and a few budget highlights, as well as detailed information separating the budget requests by each division and department.

Strategy Implementation

In its adoption of the 2015-2020 Strategic Plan in November 2014, the Board recognized the fiscal realities of our declining revenues, and that First 5 LA needs to approach its work differently to achieve our goals for young children in Los Angeles County. First 5 LA’s evolving approach – anchored in partnership and focused on policy and systems change – is reflected in the attached proposed FY 2017-18 Budget. The proposed budget represents staff’s best estimate of the financial resources needed to move work forward to advance the goals and priorities articulated in our Strategic Plan – and the evolving nature of our approach to impact. The following are a number of key themes to highlight relative to the proposed budget:

COMMISSIONERS

Los Angeles County Supervisor	Jane Boeckmann	Brandon Nichols
Sheila Kuehl	Barbara Ferrer, Ph.D., M.P.H., M.Ed.	Jonathan E. Sherin, M.D., Ph.D.
<i>Chair</i>	Yvette Martinez	Sylvia S. Swilley, M.D.
Judy Abdo		Marlene Zepeda, Ph.D.
<i>Vice Chair</i>		

EX OFFICIO MEMBERS

Dayton Gilleland, Ed.D.
Karla Pleitéz Howell
Wendy Smith
Deanne Tilton

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

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- Learning by doing: an evolving approach to budgeting. First 5 LA's approach to budgeting has evolved in recent years and the proposed FY 2017-18 Budget reflects the continued evolution in approach. Historical spending is factored into the estimates upon which First 5 LA's budget is built. In addition to actual program experience, First 5 LA endeavors to partner with other funders, leverage non-First 5 LA funds, and complement – not duplicate – public investments. Informed by learning from our budget process generally and the mid-year budget adjustments more recently, the FY 2017-18 Budget incorporates refinements in our budgeting estimates to achieve greater precision, clarity and transparency. These refinements are also informed by learning from the experience of our programmatic investments.
- Partnership-based work. Central to our success will be staff working together in new ways and engaging externally in partnerships that advance shared policy and systems change goals on behalf of young children and their families. The Commission's emphasis on partnership recognizes that progress toward our goals will be the product of how effectively and strategically we work with others who share our aspirations for young children – as opposed to “going it alone.” Throughout the proposed budget, Commissioners will see the evolution in First 5 LA's approach and role, shifting from primarily a funder role to a lead convener, partner and catalyst role. Partnership work is hard, challenging, time - and labor - intensive. It is an essential component in First 5 LA's achievement of sustainable changes in systems, policies and practices that are fundamental to advancing our goals for young children and their families.
- Policy and systems change: at the center of our work. First 5 LA's Strategic Plan recognizes that the path to widespread impact and sustainability runs throughout community, systems and policy change. The proposed FY 2017-18 Budget reflects a continued transition away from funding discrete direct services with impact at the participant level and an increased emphasis on collaboration, systems change and public policy. Throughout the Programs Division's work, Commissioners will see a focus on changes in provider practices, service delivery systems and public policies. Within our Policy & Strategy Division's work, there are important investments proposed to cultivate diverse partners, create awareness and urgency among decision-makers, and support the coalitions of the willing to advocate for policy change on behalf of young children and their families. With the initial build out of our Integration & Learning Division we will clarify the learning agendas for Welcome Baby and Best Start, inform necessary mid-course corrections in strategy and approach, and guide development of a broader results framework and measurement reporting for the year ahead. And finally, within our Administration Division, we are including resources to partner with and support the very County systems needed to sustain larger scale impact on young children and their families, where County priorities are aligned to those with First 5 LA.
- Long-term impact requires long-term commitment. The outcomes to which First 5 LA seeks to contribute are long-term in nature. Policy and systems change is at the heart of our work and, as noted above, such efforts take time and effort – and require a long view, by First 5 LA and our diverse partners. The proposed FY 2017-18 Budget reflects new work where we believe First 5 LA can contribute to broader change, such as developmental screening and early intervention, and investments in First 5 LA's “anchor initiatives” which the organization has supported for over 7 years, such as Welcome Baby. Welcome Baby is a good example of where our long-term commitment to family strengthening is paying off, both in terms of improved maternal and child outcomes and in terms of its contribution to informing broader systems change efforts in LA County.

- Emerging opportunities: be nimble and adaptable. The work First 5 LA does is fundamentally adaptive in nature, given the complexity of the multiple systems that influence and shape child outcomes and the uncertain and fluid environment within which we do our work. To be sure, we need to be focused and disciplined in implementing our organizational strategy, but not inflexible in the face of new developments, information and learning. The proposed budget incorporates resources for “emerging opportunities” to allow First 5 LA to be responsive to new opportunities – and threats – to child well-being.
- Integration & Learning: learning as a strategic asset. First 5 LA’s Strategic Plan recognizes the importance of using data, evaluation, and learning to advance strategies that change policies and systems that benefit young children, measure progress toward our outcomes, and continuously inform organizational performance and improvement. With the creation of the new Integration & Learning Division, First 5 LA now has dedicated capacity to lead First 5 LA to a more intentional organizational learning culture. The proposed budget reflects resources for the essential “building blocks” to support this important evolution in our learning approach – an approach that is critical to data-informed decision-making, clear learning priorities and agendas, and organization-wide process and program improvements.
- Sustainability planning. Consistent with the Strategic Plan’s direction that First 5 LA move toward a budgeting approach to live within its declining revenues, and with Board-approved Governance Guidelines, First 5 LA’s programmatic efforts – both legacy and new activities - are including a more intentional focus on sustainability and leveraging. In addition, our Policy & Strategy Division will be leading work to explore and map out a strategy related to alternative revenue generation. The proposed budget for FY 2017-18 reflects the imperative that First 5 LA proactively and intentionally incorporate sustainability in our work and in our policy and systems change strategies and activities.

Organization Alignment

The FY 2017-18 Budget represents the first budget reflecting First 5 LA’s new organizational structure and staffing aligned to First 5 LA’s strategic direction, role and impact. Highlights to call out here include:

- Staffing. First 5 LA’s evolving approach to impact – one that places less emphasis on direct services and more emphasis on partnership, policy and systems – has implications for First 5 LA’s staffing. Our more collaborative, partners-focused approach to advancing shared policy and systems goals is more staff-intensive, relative to staff’s more traditional contract solicitation and management roles. As proposed for FY 2017-18, First 5 LA will maintain the number of positions authorized in the current year budget and will fill vacant positions to align with our new structure and staffing model. As we gain deeper experience in First 5 LA’s more collaborative, partner-focused approach to systems and policy change, we anticipate more staff will be required in some areas of the organization.
- Staff development/support. First 5 LA recognizes the importance of supporting staff to learn and grow in their jobs and strengthen the skills and capabilities they need to succeed. In the proposed budget for FY 2017-18, resources are included to support the comprehensive training approach that has been developed, the aptly named “First 5 LA University.” Training priorities have been identified that are grounded in our commitment to effectively execute the Strategic Plan, invest in our employees, and secure First 5 LA’s continued success as a high-performing, high-impact organization.

- Infrastructure/systems. Administration Division leadership has worked collaboratively to identify specific business systems and processes to support First 5 LA's new Strategic Plan and direction. For FY 2017-18, resources are proposed to advance a number of foundational projects. Examples include implementation of a new Chart of Accounts to help First 5 LA leverage financial data for broader learning and strategic purposes and initial implementation of a knowledge management strategy that will enable staff to capture and easily access data and information that can be used to inform our work and course-corrections. Both projects are examples of First 5 LA's efforts to create an organizational culture of more intentional learning by charting and accessing the flow of information at First 5 LA.
- Capital improvements. As the owner and operator of our building, into which we moved in 2005, we are reaching the point in the life of our facility which will require certain capital expenditures to maintain this critical asset. The FY 2017-18 Budget process proposes the establishment of a Capital Project fund, into which will be deposited unspent funding from our operating budget. In addition to improving the layout of the building to enhance internal collaboration and work, there will be a certain amount of ongoing investment to maintain our building. The creation of this fund will allow immediate needs to be addressed, as well as plan for the future needs of a facility that is now over twelve years old.
- Cost effective operations. Each year, the Commission approves an annual administrative cost limit, which is a percentage of the total fiscal year budget. The administrative cost for supporting First 5 LA programs is projected to be 9.01% of the budget. Consistent with First 5 LA's past practice, First 5 LA continues to have one of the lowest administrative limit percentages among all 58 First 5 Commissions.

The FY 2017-18 Budget demonstrates First 5 LA's continued development of and commitment to advancing the goals detailed in the 2015-2020 Strategic Plan, with the majority of resources in FY 2017-18 slated for these purposes, as seen in the table below.

BUDGET CATEGORY	FY 2016-17 Budget			Proposed FY 2017-18 Budget	Variance
	Original	Amendments	Revised		
Program					
<i>2015-2020 Strategic Plan: Focusing for the Future</i>					
a. Strategic Plan Priority Outcome Areas	\$ 83,584,000	\$ (9,539,500)	74,044,500	\$ 74,683,000	\$ 638,500 0.9%
b. Strategic Plan Investment Areas & Support Costs	8,537,000	(1,531,000)	7,006,000	10,366,000	3,360,000 48%
c. Integration & Learning ¹	6,468,000	(1,256,000)	5,212,000	6,153,000	941,000 18%
<i>Total 2015-2020 Strategic Plan</i>	\$ 98,589,000 61%	\$(11,070,500)	\$ 86,262,500 59%	\$ 91,202,000 63%	4,939,500 5.7%
<i>Legacy Investments</i>	41,696,000 26%	(2,199,000)	39,497,000 27%	31,809,000 22%	(7,688,000) -19.5%
Total Program	\$ 140,285,000 87%	\$(14,525,500)	\$ 125,759,500 86%	\$ 123,011,000 85%	\$(2,748,500) -2.2%
Operating²	21,235,158 13%	-	21,235,158 14%	21,282,675 15%	47,517 0.2%
TOTAL BUDGET	\$ 161,520,158 100%	\$(14,525,500)	\$ 146,994,658 100%	\$ 144,293,675 100%	\$(2,700,983) -1.8%

1. The Integration & Learning costs include research and evaluation resources in support of ongoing legacy investments.

2. The operating budget includes \$8.3 million, or 39%, in support of programs and \$13.0 million, or 61%, in support of organization-wide administrative functions, the latter being the annual Administrative Cost Limit. See Attachment B - Administrative Limit Calculation for additional detail.

Attachment A presents the FY 2017-18 Budget Highlights reflecting the Commission's direction and priorities for the year. Additional specific program and operating cost detail can be found in Attachments C-G by internal division and department, based on the new organizational structure.



ATTACHMENT A:

FY 2017-18 BUDGET –
HIGHLIGHTS

ATTACHMENT A: FY 2017-18 BUDGET – HIGHLIGHTS

The FY 2017-18 Budget represents a departure from the “status quo” budget with a new organizational approach to structure and staffing, and an alignment of program costs to further reflect realistic expenditures. The proposed decrease in the level of resources in support of the priority outcome areas and activities to achieve the goals detailed in the 2015-2020 Strategic Plan, reflects management’s continued commitment to living with the means of the organization and utilizing resources with maximum efficacy.

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 provide a general overview of the FY 2017-18 Budget and assumptions that inform the requests, as well as a high-level discussion of the resources for Year 3 activities related to the implementation of the 2015-2020 Strategic Plan. The highlights are presented in the following manner:

- I. Budget Overview
 - A. Budget Development Context
 - B. Overall Budget Summary
 - C. Program Costs Summary
 - 1) 2015-2020 Strategic Plan: Focusing for the Future
 - a. Strategic Plan Priority Outcome Areas
 - b. Strategic Plan Related Investment Areas and Support Costs
 - c. Integration & Learning
 - 2) Legacy Investments
 - D. Internal Operations (Operating Budget)
- II. Budget Development Context
 - A. Format and Approach to the FY 2017-18 Budget
 - B. Potential Future Changes
- III. Revenue Assumptions
- IV. Impact on Fund Balance
- V. Administrative Cost Limit
- VI. Conclusion

Further detail on each program and operating budget request by internal division and department—based on the new organizational structure—is provided in Attachments C-G. 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.

Key budget and supporting documents are organized as follows:

Attachment A: FY 2017-18 Budget – Highlights

Attachment B: FY 2017-18 Budget

- FY 2017-18 Budget Summary
- Budget Summary for Programs by Initiative/Strategy & Program
- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

Attachment C: Programs Division

Division Summary

Operating Budget – Summaries & Detail Tables by Department

Program Budget – Detail by Initiative/Program

Attachment D: Policy & Strategy Division

Division Summary

Program Budget – Detail by Initiative/Program

Operating Budget – Summaries & Detail Tables by Department

Attachment E: Integration & Learning Division

Division Summary

Program Budget – Detail by Initiative/Program

Operating Budget – Summaries & Detail Tables by Department

Attachment F: Administration Division

Division Summary

Operating Summaries & Detail Tables by Department

Attachment G: Executive Division – Operating Summaries & Detail Tables by Department

For Attachments C – E, operating and program detail alternate within each attachment and are organized by department.

I. BUDGET OVERVIEW

The Strategic Plan aims to define our direction, improve the impact we seek, work within our financial means, and strengthen internal capacity to deliver on our mission. FY 2017-18 will mark the third 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 a changing LA County. Consistent with the Commission’s new strategic direction, First 5 LA will place greater emphasis on efforts that contribute to the development and improvement of sustainable public financing, public policy and systems-level change. This new direction also means that First 5 LA is placing 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 2017-18 Budget mobilizes the resources to continue to execute and advance the outcomes detailed in the 2015-2020 Strategic Plan. Based on the processes currently underway to effectively implement the strategies outlined in the Strategic Plan, the FY 2017-18 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 nearly 20% decrease in anticipated spending from FY 2016-17 for these purposes. At the same time, the budget reflects the commitments made by the Board, funding investments in priorities that continue in the current 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.

Being a learning organization, First 5 LA adapts to the environment and needs of the community in order to best serve those needs. That being said, the organization recently underwent a transformation which has determined 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. The resulting structure is four key divisions whose work and efforts strategically complement one another in support of the success of the organization and its mission. These four divisions, comprised of various Departments, are: Administration, Policy & Strategy, Integration & Learning, and Programs.

1. Programs

The Program Division takes the lead responsibility for implementation of strategies and objectives in the in the four outcome areas of the FY 2015-2020 Strategic Plan: Families Support, Communities, Early Care and Education and Health Systems by building the partnerships and system changes to improve outcomes for families as exemplified in our goal statement: Through partnership, the Program Division promotes strategic investment, innovation, and leadership to advance the policies and systems that will improve outcomes for children and families.

As we enter the third year of the FY 2015-2020 Strategic Plan, the Programs Division is focused on building on the efforts launched or planned in the first two years and transitioning into implementation. The Families Support Department is working to engage families at the earliest possible time in the child's life leading our work to sustain and improve our home visitation programs, through Welcome Baby, Universal Assessment and Select Home Visitation. Our work next year will focus on continuing to improve the results in Welcome Baby by reducing barriers to entering the program, streamlining referrals to other family supports and strengthening the connection to work in the Best Start Communities. Additionally, FY 2017-18 will mark the first full year of services for our family engagement pilots with Abriendo Puertas and Project Dulce.

The activities in the 14 Best Start Communities are the foundation of our work to strengthen community connections and resources so families can thrive. Significant work in this next fiscal year will include implementing the proposed Best Start Alignment to support community-driven leadership and prioritize First 5 LA staff on policy and systems change. In addition, First 5 LA is continuing to work to strengthen community level connections to existing networks of county and prevention resources. Finally, the Communities team will work to ensure that children and families are prioritized, particularly those in our 14 Best Start communities, as new resources become available to support parks and transportation services through our work on the built environment with the Passage of Measures A and M in Los Angeles County.

The focus of Early Care and Education (ECE) Department next will be on continued planning and implementation of Quality Rating and Improvement Systems (QRIS) to improve the quality, availability, and accessibility early education. The ECE Department will continue to build on efforts launched with the new Strategic Plan including strengthening our work in advocacy, working with partners to design and implement QRIS, and leverage current local efforts to build momentum for a countywide kindergarten readiness tool.

Next year the Health Systems Department will transition from the intensive collaborative planning efforts launched in FY 2016/17 to implementation. Work to build systems for early identification and referral supports for children to optimize their healthy development will continue through with the anticipated start-up of the adaption of the national Help Me Grow model. The work in transforming systems that serve children and families to be trauma informed will focus on implementing the action plan, set to be complete by fall 2017 with our county, philanthropic and community partners.

2. Policy & Strategy

The Policy & Strategy Division is comprised of four departments: Policy & Government Affairs, Communications, Strategic Partnerships and Community Relations. Each of the departments share a common Division-wide goal: to connect, captivate and catalyze key partners to help drive policy and transform systems for young children and their families. The Policy & Strategy Division's role is that of the strategic enabler: cultivating the necessary relationships, champions, policies and coalitions to support progress on organization-wide goals and the four priority outcome areas identified in the Strategic Plan: Early Care and Education (ECE), Family Supports, Health Systems, and Communities. Each of the

departments focus on promoting support for young children's issues is in different, but complementary, arenas.

3. Integration & Learning

The goal of the Integration & Learning (I&L) Division is to support continuous improvement and integration across strategies and processes to harness our collective knowledge to improve outcomes. In this supportive role, the Division is charged with carrying out four key functions to support the implementation of the Strategic Plan. These include:

- 1) Support staff capacity to adopt formal and informal knowledge building practices so that learning is embedded into day-to-day work
- 2) Build organization-wide systems to capture, synthesize, integrate and share information across and beyond First 5 LA
- 3) Provide subject matter expertise in evaluation, research, data, and measurement to help First 5 LA monitor its progress and unique contributions to improved outcomes for children and their families and
- 4) Support the development of robust learning agendas that outline what we seek to learn from an investment and how we plan to use that information to improve our work

First 5 LA has a strong track record of embedding rigorous evaluation to assess program effectiveness. The I & L Division builds on this foundation by adopting a broader view of learning as a responsibility of all staff as opposed to being the sole domain of a select few research-trained staff members. First 5 LA is evolving to embrace this continuum of knowledge because we believe that harnessing information and insights about what we do (i.e., strategies) and how we do it (i.e., processes) can accelerate improved outcomes for children and their families.

A trademark of a learning organization is the ability to use information – collective insight, data, research/evaluation findings, etc. – to move a strategy forward and course correct as needed. At its core, a learning organization aligns systems, people, and culture to facilitate learning. FY 2017-18 will be the first year that First 5 LA dedicates resources to put in place the key building blocks of an intentional learning organization. First 5 LA will embark on this journey by first exploring data practices across the organization and the capabilities of existing information systems that staff use to share information (i.e., launching a knowledge management strategy). To complement this focus on systems the division is also staffing up to support internal opportunities to reflect, identify, capture and share insights (i.e., creating an organization-wide learning strategy). As this is new work to the organization, communication is very important. In the coming year the I & L Division will implement a plan to foster a culture of learning by creating opportunities for peer-to-peer learning among staff and to make this type of work more concrete for staff. Additionally, the budget also reflects our continued commitment to ongoing evaluation work for key investments like Welcome Baby and Best Start.

The I & L Division is also supporting the development of a results framework for First 5 LA to report progress implementing the 2015-20 Strategic Plan.

4. Administration

The Administration Division supports the organization and oversees some of First 5 LA's foundational functions, including Information Technology, Contract Administration and Purchasing, Finance, Facilities, and Human Resources and Talent Management. The goal of the Administration Division is: ***“to support First 5 LA, a public entity, in a way that together strives to achieve operational excellence with an integrated customer focus.”*** In so doing, we better prepare the organization to fulfill the work as articulated in our 2015-2020 Strategic Plan.

One example of how the Division approaches our work is the Chart of Accounts (COA) project. Fundamental to our organization is the accounting structure that captures how we spend our resources. Our current structure or chart of accounts has been incrementally built over these past 16 years and does not meet the needs of the organization. It does not allow us to record our expenditures in a way that can provide easily automated reports on how our expenditures are categorized in the various outcomes and strategies of our strategic plan, forcing a lot of extra effort. Over the past few months and into the 2017/18 budget, we have identified resources needed to rebuild the COA. Though led by the Finance team and headed by our Manager of Operational Excellence, this process is grounded in an organization-wide approach that includes representatives from across the organization and is driven by the business needs of the organization. The revamped COA will be more efficient and will enable First 5 LA to more effectively tell the story of our budget and the investments made to improve the lives of families and young children over time.

Another example of vital work over the course of the next year is in the area of Information Technology. The organization has been without a Director of IT since last Fall. Rather than just fill this position, we are taking a step back to assess the role IT can play in best supporting the rest of the organization, including the development of an IT strategic plan. This is important not only for our work on the administration side of the organization, but will be a critical input into the creating of a knowledge management information system being developed by our new Division of Integration and Learning.

Both of these projects exemplify the Administration Division's desire to learn, to improve how it supports the organization, and to find more effective and efficient ways of doing executing the work.

Specific program and operating costs associated with each Division are summarized in Attachments C – G.

A. BUDGET DEVELOPMENT CONTEXT

Format and Approach to the FY 2017-18 Budget

FY 2017-18 represents First 5 LA's seventh official program budget. In each of the six previous years, we have made significant changes to the format and the approach used to develop the budget as we learn and relate planned activities and anticipated expenditures more effectively. Similarly, the approach for the FY 2017-18 Budget continues to encourage transparency and improve the accuracy of financial projections.

Consistent with FY 2016-17, the role of the FY 2017-18 Budget is to provide a proposal 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 2016-17. 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 the FY 2016-17 mid-year adjustment process, all program budget augmentations were incorporated into a single item presented to the Commission for approval in April 2017, 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 2016-17 Budget of approximately \$14.5 million, for a revised fiscal year budget of \$147.0 million. The FY 2017-18 budget closely aligns with the revised estimates proposed in FY 2016-17, which was adjusted based on actual expenditure trends, additional contract/vendor information, and projected remaining need based on the project timeline. This demonstrates our ongoing commitment to learning from our experiences and adapting the budget to maximize the effective use of our resources.

B. OVERALL BUDGET SUMMARY

The total FY 2017-18 Budget is presented in a summary schedule in Attachment B. As shown in the following high-level table, the Budget totals \$144.8 million, a decrease of \$2.7 million, or 1.8% from the FY 2016-17 revised budget of \$147.0 million. Costs are estimated to decrease by 2.2% for programs and increase by 0.2% for internal operations.

BUDGET CATEGORY	FY 2016-17 Budget			Proposed FY 2017-18 Budget	Variance
	Original	Amendments	Revised		
Program					
<i>2015-2020 Strategic Plan: Focusing for the Future</i>					
a. Strategic Plan Priority Outcome Areas	\$ 83,584,000	\$ (9,539,500)	74,044,500	\$ 74,683,000	\$ 638,500 0.9%
b. Strategic Plan Investment Areas & Support Costs	8,537,000	(1,531,000)	7,006,000	10,366,000	3,360,000 48%
c. Integration & Learning	6,468,000	(1,256,000)	5,212,000	6,153,000	941,000 18%
<i>Total 2015-2020 Strategic Plan</i>	\$ 98,589,000 61%	\$ (11,070,500)	\$ 86,262,500 59%	\$ 91,202,000 63%	4,939,500 5.7%
<i>Legacy Investments</i>	41,696,000 26%	(2,199,000)	39,497,000 27%	31,809,000 22%	(7,688,000) -19.5%
Total Program	\$ 140,285,000 87%	\$ (14,525,500)	\$ 125,759,500 86%	\$ 123,011,000 85%	\$(2,748,500) -2.2%
Operating	21,235,158 13%	-	21,235,158 14%	21,282,675 15%	47,517 0.2%
TOTAL BUDGET	\$ 161,520,158 100%	\$(14,525,500)	\$ 146,994,658 100%	\$ 144,293,675 100%	\$(2,700,983) -1.8%

The FY 2017-18 Budget reflects an ongoing 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. FY 2017-18 will reflect continued implementation of “anchor investments” such as the Welcome Baby and Select Home Visiting programs. 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, strategic

communications approach, and strategic partnership ventures to develop and catalyze organization-wide relationships and partnerships that contribute to the advancement of First 5 LA's strategic plan outcomes and mission.

While the strategy implementation process continues, estimated resources to support the anticipated "Year 3" activities for the Strategic Plan are presented in the context of the four priority outcome areas noted on pages 2 and 3. The resources represent estimated costs for activities that we expect to advance or achieve in FY 2017-18 and are reflective of the organization's objective in aligning proposed budget estimates to the anticipated actual need therefore improving the budget's reliability as an appropriate tool for controlling resources, communicating expectations, and evaluating performance.

In addition, although operating resource requirements continue to evolve, management has committed to living within the current level of authorized positions to support First 5 LA's work internally.

C. PROGRAM COSTS SUMMARY

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

a. Strategic Plan Priority Outcome Areas

As a requisite by the Children and Families First – Proposition 10 Commission, all First 5 commissions are required to enact a strategic plan. These plans are high-level blueprints which outline how each commission will spend its resources over a given period of time. The First 5 LA Board has historically adopted a 5-year strategic plan to guide the direction of the organization. The FY 2017-18 Budget reflects further 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 strategic approach signals the transition that will allow Commission resources to have a broader impact for children and families across Los Angeles County. The Strategic Plan 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-Related) Systems. Costs represent estimated resources to support both ongoing and new work related to the anticipated Year 3 activities of the 2015-2020 Strategic Plan, based on the implementation work done to date.

It is important to note 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 Families and Communities outcome areas, respectively, represent ongoing work already in progress, while much of the proposed work in the ECE outcome area has just begun and the Health-Related Systems outcome area is still in the developmental stage, nearing implementation.

Costs reflected below are approximate, reflecting the best thinking to date regarding the potential needs for Year 3 activities. As the scope of tasks for FY 2017-18 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	Revised		Proposed	
	FY 2016-17 Budget		FY 2017-18 Budget	
Families	\$ 31,998,500	43%	\$ 29,586,000	40%
Communities	17,401,000	24%	18,952,000	25%
Early Care & Education (ECE) Systems	23,378,000	32%	22,027,000	29%
Health-Related Systems	1,267,000	2%	4,118,000	6%
Total Strategic Plan Priority Outcome Areas	\$ 74,044,500	100%	\$ 74,683,000	100%

Families (\$29,586,000)

Much of the planned FY 2017-18 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, which are focused on demonstrating the effectiveness of family engagement strategies in places where families access services including community clinics, schools, faith-based centers.

FAMILIES OUTCOME AREA STRATEGY	Proposed	
	FY 2017-18 Budget	
Strategy 1 - Home Visiting	\$ 27,138,000	92%
Strategy 2 - Family Engagement	1,385,000	5%
Emerging Opportunities	1,063,000	4%
Total Families Outcome Area	\$ 29,586,000	100%

Families Strategy 1 – Home Visiting (\$27,138,000)

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 voluntary hospital and home visitation program designed to serve as an outreach to families at strategic points in time during pregnancy, birth, and postnatally. Welcome Baby provides parenting education and health promotion information, and invites families into an array of services and supports in their community. In addition, families receive information and support during each visit on topics such as breastfeeding, health, safety, postpartum depression and other issues.

All families delivering at one of the 14 Welcome Baby participating hospitals, regardless of income status or place of residence, 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 Programs (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. FY 2017-18 reflects a decrease of the Welcome Baby and Select Home Visiting programs costs relative to FY 2016-17, resulting from an alignment to true actual expenditure and participant trends identified through historical costs and current actual enrollment data procured from the Stronger Families Database.

STRATEGY/PROGRAM	Revised FY 2016-17 Budget		Proposed FY 2017-18 Budget	
Families Strategy 1 - Home Visiting				
Welcome Baby Hospitals	\$ 12,712,000	42%	\$ 9,706,000	36%
Select Home Visiting Programs	13,642,000	45%	12,230,000	45%
Family Strengthening Oversight Entity	3,373,000	11%	4,287,000	16%
Stronger Families Database	875,000	3%	855,000	3%
LAC Perinatal and Early Childhood Home Visiting Consortium	-	0%	60,000	0%
Total Families Strategy 1	\$ 30,602,000	100%	\$ 27,138,000	100%

Families Strategy 2 – Family Engagement (\$1,385,000)

FY 2017-18 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 partnerships on family protective factors and coordination with learning communities that increase the quality and effectiveness of parent engagement practices countywide.

The components of these activities are reflected in the table below.

STRATEGY/PROGRAM	Proposed FY 2017-18 Budget	
Families Strategy 2 - Family Engagement		
Abriendo Puertas	\$ 740,000	53%
Project Dulce	645,000	47%
Total Families Strategy 2	\$ 1,385,000	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 FY 17-18 program plan includes the following activities:

- Convene Facilitator Training Institutes and implement programming in English and Spanish
- Develop implementation and sustainability tools with school and non-school settings by identifying factors that informs provider capacity processes and needs to deliver high quality programming

- Cultivate relationships that would advance sustainability efforts in future steps towards new curricular design and implementation practices
- Support Abriendo Puertas' organizational capacity to advance and sustain its evidence-based model and practices
- Conduct a landscape summary of implementation approaches locally and nationally in order to improve implementation strategies and barriers for facilitators.

Also included within this strategy is First 5 LA's investment in Project Dulce, an innovative pediatric-care-based intervention 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 much 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 2017-18, each Project Dulce participating clinic is expected to serve approximately 200 infants and their families, build continuous quality improvement capacity in the local CQI teams and participate in the national evaluation and sustainability efforts lead by the Center for the Study of Social Policy (CSSP). Resources to support the evaluation of activities for the Project Dulce program are not needed at this time.

Last, resources within Strategy 2 of the Families outcome area will support prospective opportunities associated with landscape analyses of measurement tools focused on increasing measurement of family protective factors. In addition, First 5 LA will continue to explore internal and external emerging opportunities that may arise during FY 2017-18 that align with the strategy and goals.

For further information and detail on the budget amounts and activities anticipated to occur in the Families outcome area during FY 2017-18, please refer to Attachment C.

Communities (\$18,952,000)

Much of the planned FY 2017-18 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 2017-18 Budget	
Strategy 1 - Community Leadership & Collaboration	\$13,512,000	71%
Strategy 2 - Coordinated Services & Supports	500,000	3%
Strategy 3 - Built Environment Policy & Advocacy	1,306,000	7%
Cross-Strategy Investments	3,154,000	17%
Emerging Opportunities	480,000	3%
Total Communities Outcome Area	\$18,952,000	100%

Communities Strategy 1 – Community Leadership & Collaboration (\$13,512,000)

This anchor investment includes costs related to Community Partnerships (\$10,721,000), Broader Community Building and Engagement (\$2,500,000), Community Advisory Council (\$186,000) and the Transition Team (\$105,000).

A key component of the community engagement piece of this strategy are the Community Partnerships (\$10.7 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 Partnerships, the 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 Partnerships are increasing by 92% from the revised FY 16-17 budget due to the inclusion of community-identified projects (i.e. Building Stronger Families, BSF, grants) previously captured under Community Engagement to reflect community change work of the Partnerships per the Best Start alignment process, as well as costs associated with procurement process for selection of new support structures, compounded costs due to continuation of current support structure and initial implementation of a regional support structure including subcontractors during the last four months of the fiscal year. The Center for the Study of Social Policy (CSSP) contract (\$2,156,000) moved to Cross-Strategy Investment - Capacity Building.

In addition, Broader Community Building and Engagement (\$2,500,000) includes the continuation of the strategic partnership with South Bay Community Counseling (SBCC) Thrive LA to support 76 Neighborhood Action Councils and 215 Community Connection Groups, involving approximately 3,200 parents/residents. It also includes resources for prospective emerging opportunities and/or partnerships with other funders to support community building and engagement activities, which will allow First 5 LA to leverage other efforts (within First 5 LA parameters). These activities demonstrate 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 the Transition Team were embedded within the Community Partnerships program in FY 2016-17. This program emphasizes shared vision and collective action to address the policies, systems and environments that impact families with children prenatal through age 5. The Transition Team consists of parent/community representatives from each of the 14 Best Start Community Partnerships who will inform and provide expertise on the Best Start alignment. Resources for the Community Advisory Council in FY 17-18 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 and implementation of a Community Advisory Council whose implementation includes training for the participating parents and residents from across the 14 Best Start Community Partnerships.

Communities Strategy 2 – Coordinated Services & Supports (\$500,000)

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 2017-18 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. The two priority areas of investment are Prevention and Early Intervention Networks and Organizational Capacity Building Opportunities, which will allow First 5 LA to leverage other efforts to advance the coordination of services and supports within Best Start communities.

Communities Strategy 3 – Built Environment Policy & Advocacy (\$1,306,000)

Resources in FY 2017-18 will support three primary areas: 1) support for built 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; 2) immediate and emerging leveraging opportunities related to advocacy around built environments, and 3) the continued support of two legacy investments pertaining to food programs that incentivize and improve the access and distribution of healthy food to communities. 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 (\$3,154,000)

Resources for FY 2017-18 will support Capacity Building and Learning, a key area that crosses all three strategies in the Communities outcome area.

The purpose of First 5 LA's capacity building approach is to strengthen the knowledge, skills, and abilities of parents, residents, organizations and institutions to work together to solve collective issues, perform critical functions, and achieve results. Increased capacity facilitates greater parent/resident participation in their community, coordination of services and supports, and improvements to the built environment. The Capacity Building and Learning program area provides resources to enhance knowledge, skills and abilities across the three strategies in the Communities Outcome area, and is therefore a cross-strategy investment that promotes integration across strategies and strengthens the overall impact of First 5 LA's capacity building efforts. The Capacity Building and Learning program includes five investment areas, including: 1) collaboration with the Center for the Study of Social Policy (CSSP) in preparation for the transition to the new regional/local support structures; 2) Capacity Building Consortium (CBC), which will provide a more coordinated and integrated capacity building approach; 3) Training and Technical Assistance available to Community Partnerships for training beyond the CSSP capacity builders; 4) Learning Communities and Other Convenings, to provide large-group meetings between and across community partnerships and grantees; and 5) Emerging Opportunities, to enter into strategic partnerships with other funders which will allow First 5 LA to leverage other capacity building, data and learning efforts.

For further information and detail on the budget amounts and activities anticipated to occur in the Communities outcome area during FY 2017-18 please refer to Attachment C.

Early Care and Education (ECE) Systems (\$22,027,000)

Activities for FY 2017-18 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 2017-18 Budget	
Strategy 1 - Policy/Advocacy	\$ 4,047,000	18%
Strategy 2 - QRIS	16,220,000	74%
Strategy 3 - Professional Development	1,660,000	8%
Emerging Opportunities	100,000	0.5%
Total ECE Outcome Area	\$ 22,027,000	100%

ECE Strategy 1 – Policy/Advocacy (\$4,047,000)

Resources for FY 2017-18 will support the ECE Policy Advocacy Fund (\$3,000,000), Kindergarten Readiness Assessment (\$714,000), and the Educare Policy and Advocacy program (\$333,000).

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 2017-18 assumes resources for the cost of partnership grants, technical assistance and capacity building activities, intermediary costs associated with executing and managing contracts, as well as facilitating grantee meetings. Some resources are also available for emerging opportunity grants that arise during the fiscal year.

FY 2017-18 resources will also support the advancement of a common Kindergarten Readiness Assessment (KRA) that can help inform and drive ECE policy, fiscal and systems change. In FY 17-18, First 5 LA anticipates launching a pilot effort in three diverse school districts of varying sizes, with one district ideally being a region of Los Angeles Unified School District (LAUSD). First 5 LA anticipates supporting Pasadena and Santa Monica in their efforts to disseminate the findings from their KRA implementation to a variety of stakeholders, as well as support them in engaging their communities to support systems change based on the KRA data. In addition, First 5 LA will also assist in the facilitation of a group of early care and education systems change leaders and the convening of an exploratory group of school districts with the goal of developing support for the implementation of KRA and its use of data for eventual systems change.

Educare is one of the nation's most effective early childhood schools serving financially disadvantaged young children birth to five to ensure the best possible chance for success in life. The launch of Educare in Los Angeles County presents an opportunity for First 5 LA to advance public policy and advocacy by utilizing data that demonstrates high-quality early learning education. The goal with this emerging opportunity is to support Educare policy efforts that are aligned with the strategic plan. Additionally, there is an opportunity to utilize Educare data and explore evaluation strategies to demonstrate high quality practices and impact on dual language learners.

ECE Strategy 2 – QRIS (\$16,220,000)

Approximately 85% (\$13,842,000) of the FY 2017-18 budgeted resources under the ECE strategy 2 will support the implementation of First 5 California's Improve and Maximize Programs so All Children Thrive (IMPACT) program, also known as QRIS Continuous Site Engagement (LAUP). 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. In FY 17-18 the Los Angeles Universal Preschool (LAUP) will incorporate aspects of the QRIS Architects' "Test" phase model. To further advance our organizations' respective strategic plans, LAUP will also continue to 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.

Additional resources within Strategy 2 will support:

1. The activities of the QRIS Architects to begin testing out new approaches to QRIS in LA County, with an emphasis on a common data system, a revised incentives model, and the use of the ECE Workforce Registry to assess teacher grants for the QRIS Architects, and costs associated with moving to a common data system;
2. Ongoing support services to providers who had been engaged in existing LA County QRIS through the Gateways coaching program that were no longer receiving quality improvement services due to the end of the federal Race to the Top - Early Learning Challenge Grants; and
3. Continued support of the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County with at least one new shared service alliance launch.

ECE Strategy 3 – Professional Development (\$1,660,000)

The aim in FY 2017-18 is to continue the support of the ECE Workforce Registry, continue partnerships with local institutes of higher education to advocate for an ECE credential and increase alignment between coursework and the California Early Childhood Educator Competencies, and to launch a project to increase alignment between professional development trainings and the California Early Childhood Educator Competencies.

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. 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. In the second year of this four year project, PEACH will implement 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. In addition, PEACH will lead an element of the work focused on the integration and alignment of the ECE Competencies in college and university courses. This new component will help strengthen the pathway in higher education system for an ECE Credential.

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). In

Key activities in FY 17-18 will include researching the California Early Childhood Educator Competencies, developing a learning institute around the ECE Competencies and implementing the institute with a minimum of 20 leadership level ECE stakeholders.

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.

Additional emerging opportunity resources are included in FY 2017-18 under Emerging Opportunities. These funds are intended to provide support to respond to recommendations and action steps that result from the Los Angeles County Child Care Planning Committee 2017 Needs Assessment. Activities may include research to provide a more in-depth understanding of the findings (for example, the dramatic loss of Family Child Care), the convening of a 0-8 mixed-delivery system taskforce in order to strengthen relationships among the ECE system and the K-12 system, or additional opportunities that arise as a result of the findings.

For further information and detail on the budget amounts and activities anticipated to occur in the ECE outcome area during FY 2017-18, please refer to Attachment C.

Health-Related Systems (\$4,118,000)

Activities for FY 2017-18 related to the Health outcome area reflect the most “emerging” work within the strategic plan, and include work around the Help Me Grow model and knowledge and practice of trauma-informed care, as follows:

HEALTH-RELATED SYSTEMS OUTCOME AREA STRATEGY	Proposed FY 2017-18 Budget	
Strategy 1 - Early Identification/Developmental Screening/Connection to Services	\$2,518,000	61%
Strategy 2 - Trauma-Informed Care	1,350,000	33%
Emerging Opportunities	250,000	6%
Total Health Outcome Area	\$4,118,000	100%

Health Strategy 1 – Early Identification/Developmental Screening/Connection to Services (\$2,518,000)

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 2017-18 resources will continue to support the building out of the HMG-LA infrastructure that began in FY16-17. The program is anticipated to move from the design phase to the implementation phase before the year end.

Health Strategy 2 – Trauma-Informed Care (\$1,350,000)

In FY 2017-18, First 5 LA will continue to 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. Specific projects will be determined by both the environmental scan and action plan, expected to be completed in June 2017. In addition to the environmental scan and action plan, First 5 LA will explore internal and external emerging opportunities that may arise during FY 2017-18 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 Related 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, as well as costs for activities that advance the strategic plan goals, such as strategic partnerships and county partnerships.

Policy Agenda/Advocacy (\$2,820,000)

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 2017-18 includes key activities to support First 5 LA's policy goals related to family support, health systems, early care and education, and community engagement. Among other activities, work in this area includes policy technical assistance, advocacy initiatives, coalition support, statewide First 5 Association activities, research and briefings, and advocacy partnership development.

Communications (\$6,344,000)

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 17-18, the Communications Department will continue developing and implementing 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, and support First 5 LA's policy and systems change strategies.

The FY 2017-18 budget includes two components: Communications & Marketing and Conference Funding. The 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 and Communities outcome areas; 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.

The Conference Funding provides conference sponsorship funding to applicants in support of conferences and events that will increase community and/or professional capacity, disseminating best and promising practices and promoting the dissemination of new research findings.

Strategic Partnerships (\$1,152,000)

The Strategic Partnership activities support organization-wide efforts to develop and catalyze relationships and partnerships in the arenas of philanthropy, business, and higher education that contribute to the advancement of First 5 LA's Strategic Plan. FY 2017-18 Strategic Partnership activities will focus on 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. This will allow the organization to leverage additional funding, create more flexibility in existing funding streams, develop public-private partnerships, and find ways to make the best use of dollars already being spent by improve the alignment of new resources. Internal support and learning, organizational capacity building efforts, existing and emerging funder collaboratives, and cross-sector convening activities will also assist in leveraging resources in service to the policy and systems change goals noted in our 2015-2020 Strategic Plan.

County Partnerships (\$50,000)

The County Partnership Fund will help support emerging opportunities with County entities. This fund will be used to support the needs of County departments and offices, when those emerging needs are assessed by First 5 LA to be aligned to or potentially aligned to the work in the Strategic

Plan. These resources will be used to hire outside consultants or contractors to help identify opportunities that might be aligned to the First 5 LA Strategic Plan, as well as to support the work itself and inform how our work can enhance the very systems serving a significant amount of the County's population of children 0-5 and their families.

c. Integration & Learning

The organization is anticipating expenditures of approximately \$6,153,000. These resources will support the direction of the organization, which is deeply rooted in accountability and learning. The activities within this category include projects that align with and contribute to the outcomes and strategies of the 2015-2020 Strategic Plan, align to our legacy investments, and focus on the systematic use of data and evaluation to make decisions in service of better outcomes for our community members. The focus of these activities will be on: evaluation, research, measurement and data development, data integration, data analysis, co-developing learning agendas with key stakeholders, developing technical assistance strategies, and creating the foundation to share lessons and insights to build internal capacity and achieve greater change in outcomes.

Program Evaluation (\$3,931,000)

Program Evaluation is the largest of the Integration & Learning 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. See Section I Budget Overview, sub-category 3 Integration & Learning, for more information.

2. LEGACY INVESTMENTS

These investments are existing multi-year programs ("Legacy Investments") representing ongoing work of the Commission that is expected to end according to the terms of the project approval. Any continued funding beyond the previously approved timeframe and amount will be subject to criteria approved by the Commission, such as alignment with the Strategic Plan through the expiring initiative assessment process, consistent with the First 5 LA Governance Guidelines.

FY 16-17 was the final year funding several investments, while other investments have ramped down significantly from the previous year toward an expected end in FY 2017-18.

Black Infant Health (\$2,006,000)

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 to the BIH Program for five years beginning in FY 14-15. FY 17-18 marks the fourth year of this program.

Children's Dental Care (\$7,217,000)

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 2107-18 will be the final year of the initiative, and will focus on completing all program objectives related to direct oral health services to children ages 0-5, parent education and provider training.

Little by Little/One Step Ahead (\$3,979,000)

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 217-18, the initiative expects to provide services to over 63,000 unique WIC participants throughout the County. The investment is anticipated to continue through September 2019.

Parent Child Interaction Therapy (\$3,943,000)

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, the project will be extended to June 30, 2019 in order to ensure that (1) all cohorts are completed according to lessons learned; (2) an ongoing training infrastructure is solidified; and (3) mobile van services in two Service Planning Areas with access challenges, are established.

Universal Assessment of Newborns (\$10,680,000)

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. Costs to provide home visiting services to non-Best Start families, that is, families giving birth at participating hospitals that reside outside of First 5 LA's 14 Best Start Communities, are incurred through Universal Assessment of Newborns. 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. Program costs are anticipated to be higher in FY 2017-18 due to the accessibility of more reliable participant data. Welcome Baby, utilized hospital county data to indicate the percentage of Best Start and Non Best Start clients at the individual hospitals.

Current actual enrollment data procured from the Stronger Families Database indicates higher Non-Best Start enrollment rates, resulting in higher expenditures for Universal Assessment.

D. INTERNAL OPERATIONS (OPERATING BUDGET)

Based on an analysis of historical spending and projected expenditures through June 2017, as well as anticipated needs for FY 2017-18, the budget includes approximately \$21.3 million for First 5 LA operating costs.

The \$21.3 million represents an increase of approximately \$48,000 or 0.2% from the revised FY 2016-17 Budget, influenced primarily by reductions in Personnel and Consultant costs and offset by minor increases in the supporting line items.

OPERATING COST CATEGORY	FY 2016-17 Budget				Proposed		Variance	
	Original		Revised		FY 2017-18 Budget			
Personnel Services	\$ 17,088,095	80%	\$ 16,951,430	80%	\$ 16,845,543	79%	\$ (105,887)	-0.6%
General Operating Expenses	1,325,540	6%	1,305,005	6%	1,363,370	6.4%	58,365	4.5%
Professional Services	803,052	4%	775,752	4%	810,352	3.8%	34,600	4.5%
Consultant Services	1,492,950	7%	1,659,950	8%	1,554,700	7.3%	(105,250)	-6.3%
Travel & Meeting Expenses	430,521	2%	448,021	2%	563,710	2.6%	115,689	25.8%
Capital Improvements	95,000	0%	95,000	0%	145,000	0.7%	50,000	52.6%
Total Operating Costs	\$ 21,235,158	100%	\$ 21,235,158	100%	\$ 21,282,675	100%	\$ 47,517	0.2%

The budget for operating costs is presented based on the new operating structure of the organization which reflects the recent organizational transformation to best align the internal structure with the programmatic needs required to achieve the Strategic Plan outcomes. Based on the new organizational alignment work and continued implementation of Strategic Plan activities, staff and leadership have identified one of the 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, 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.

Attachments C-G provide further detail on the operating budget request by internal division and department, based on the new organizational structure.

Highlights and Assumptions:

FY 2017-18 Budget changes to personnel are in response to the previously mentioned organizational transformation and identified staffing needs. Management took a conservative approach to overall staffing levels by maintaining the current level of authorized positions for the organization and repurposing vacant positions to meet priority hire needs. 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 required in the future state of the organization.

The approximately \$48,000 net increase is driven by an overall increase in Travel and Meeting Expenses, and other supporting costs, and is offset by a reduction in Personnel and Consultant Services. As shown in the summary tables and departmental budgets found in Attachments C-G, by internal division and department, the budget includes many increases and decreases within individual departmental budgets, and the following are highlights of the major spending categories.

Personnel Services (Salaries and Employee Benefits)

Approximately \$16.9 million, or 79.2%, of the total \$21.3 million in operating costs is for S&EB. This represents a decrease of about \$106,000, or 0.6% over the current fiscal year. In an ongoing organization-wide effort to more closely align the budget with actual anticipated costs First 5 LA continues to budget for estimated savings due to unforeseen, but common, changes in work force throughout the year. One of the ways in which this adjustment is carried out is by budgeting half of the vacant positions in FY 2017-18 for nine months at 100% compa-ratio (mid-point of the salary range), while the other half of vacant positions are budgeted for a full twelve months at 100% compa-ratio, based on current outreach efforts and anticipated hire dates. Additionally, the personnel line item includes a 6% personnel attrition rate which is a 2.5% increase from the 3.5% rate used for FY 2016-17, based on the latest separation information available at the time of budget development. Also, although new positions have been identified for FY 2016-17 in order to successfully carry out the core responsibilities of the organization, some positions are being repurposed from existing vacant positions to maintain the authorized headcount detailed in the FY 2016-17 Budget. Staffing needs will be revisited as the activities within the new organizational structure are implemented and the future needs required to achieve the organization's work are determined. A complete schedule of authorized positions may be found in Attachment B.

General Operating Expenses

General operating expenses comprise \$1.4 million, or 6.4% of the total operating costs of \$21.3 million. This is a net increase of approximately \$48,000 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 \$810,000 to support Professional Services, representing 3.8% of total operating costs and a \$35,000 or approximately 5% increase in funding level compared to the revised FY 2016-17. These resources include funds related to professional development and training, First 5 California Association and Professional dues, among others. 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. Additional resources associated with general professional development are included in the Human Resources budget to ensure equal access to all staff. Professional development resources also include costs related to Board development, identified by Executive leadership as a priority.

Consultant Services

The budget includes approximately \$1.5 million for Consultant Services, representing 7.3% of total operating costs and an decrease of approximately \$105,000, or 6.3% from FY 2016-17.

Travel and Meeting

Travel and Meetings costs comprise 2.6% of the total operating costs at approximately \$564,000, representing an increase from the revised funding level for FY 2016-17, primarily driven by the new staffing and associated needs.

Capital Improvements

The budget includes \$145,000 for purposes of capital improvements and expendable equipment, an increase of \$50,000, or 52.6% from FY 2016-17. This increase is driven by a need to replace an aging server, procure new hardware to accommodate new hires, and to replace existing printers that have been in service since 2004. This proposed budget differs from the Capital Project fund, in that this budget would cover minor ongoing costs which are primarily comprised of software and hardware expenditures, such as computers, and does not include large-scale facility upgrades.

II. 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 State Department of Finance (DOF) distributes the Commission revenue forecasts, which incorporates assumptions related to the State Board of Equalization's (BOE) administrative costs. As reflected in the First 5 LA Long Term Financial Plans, Proposition 10 tobacco tax revenue has been steadily decreasing since FY 2004-05, and is projected to continue to decline in future years. Recent tobacco policy changes including the increased smoking age to 21 years (SBx27), additional BOE licensing fees (ABx211 and AB2770), an increased cigarette tax by \$2 per pack and taxation implementation of e-cigarettes (Proposition 56) have led the DOF to revisit the Proposition 10 tobacco tax revenue projections for FY 17-18. The DOF, in conjunction with the First 5 CA Association, is projecting an additional 14% decline in FY 17-18 revenue as a result of the increased smoking age and additional BOE licensing fees. The current recommended FY 17-18 adjustment to the LA County share of tobacco tax revenue is a 12% decrease, based on a slight uptick in County birthrates, as compared to estimate from the State Department of Finance (DOF) updated on June 27, 2016. This adjustment would translate into \$72.8 million Proposition 10 revenue projected for FY 17-18, versus the \$82.8 million originally proposed in the June 2016 projections. It should be noted that the revised DOF analysis reflected the decline in revenues as well as the projected revenue shortfall backfill by new Proposition 56 tax revenue. Per Proposition 56, the backfill amounts are calculated in arrears, which take into account the prior year actual revenue loss attributable to Proposition 56. For this reason, the FY 2017-18 revenue projections reflect a significant decline due to the first full year impact of Proposition 56. After the one-time decline in revenue, the continued average decline is expected to be approximately 2.9 percent which has been the average standard rate of decline. As the backfill amount increases revenue in FY 2018-19, the ongoing available funds for transfer will stabilize the rate of revenue decline. Nonetheless, First 5 LA will continue to work with other county Commissions

and the State First 5 Association to monitor and evaluate the increasing BOE administrative costs and other adjustments associated with recently enacted legislation that will directly impact revenue.

Interest earnings, projected to yield approximately \$3.8 million in revenue for FY 2017-18, are projected using an estimated 1.02% return on anticipated cash balances. Lease revenue is projected to generate approximately \$160,000 in FY 2017-18, grounded on the negotiated lease agreement for the preschool occupying space on the first floor of the Commission building. In addition, as approved by the Board of Commissioners, First 5 LA will receive pass-through funds for the initiative "Improve and Maximize Programs so All Children Thrive" (IMPACT) from First 5 California to help advance the work within the Early Child and Education (ECE) priority outcome area. Supplemental revenue is also expected from the Center for the Study of Social Policy (CSSP) to support strategies related to the implementation of Project Dulce within the Families outcome area.

With the changing legislative landscape, First 5 LA continues to pursue opportunities to leverage funding from other organizations to support the work of the Commission. Efforts are also being made to explore alternative revenue generation strategies for the future, since the full impact of the recent tobacco policy changes and legislation to the declining tobacco tax revenue is still largely unknown.

III. 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 March 2017 and the impact of recent legislation. As tobacco tax revenues that have supported the work to date continue to decline, and given the projected one-time additional revenue decrease adjustment in FY 17-18, spending is anticipated to continue to exceed the incoming revenue resulting in a commensurate decline in fund balance. Nevertheless, a portion of the budget is set aside for the fund balance reserve, which is currently calculated as 25% of the projected annual fiscal year budget per Board-approved policy. For FY 17-18, the Reserve is calculated at \$37.6 million, an amount that is also classified as unassigned for fund balance purposes.

The annual budget, also per board policy, is approved by the Commission via Resolution, which formally commits the resources for purposes of the initiatives as outlined in the budget document. However, the Commission has in many instances already taken formal action via Resolution to commit funds to discrete multi-year allocations for specific initiatives. Funds for these multi-year allocations are set aside in the First 5 LA committed fund balance as designated for specific purposes. The balances of these funding allocations remain in committed fund balance until the Commission takes action via Resolution to redirect the funds for other purposes.

To the extent that any amounts approved for the FY 2017-18 Budget do not exceed the remaining balance for these funding allocations, approval of the FY 2017-18 budget amounts for these initiatives will not commit additional dollars. The projected remaining allocation balances as of June 30, 2017 will be brought to the Commission for reaffirmation in June 2017 in conjunction with the approval of the FY 2017-18 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.

The current fund balance, although diminishing, provides the organization with the opportunity to gradually transition to a more sustainable spending portfolio, with the goal of aligning annual spending with revenue. Balances for all fund balance categories will not be finalized until the completion of the FY 2016-17 year-end audit and Comprehensive Annual Financial Report (CAFR). Fund balance updates will be provided in the next Long Term Financial Projection.

IV. ADMINISTRATIVE COST LIMIT

Based on current policy and in compliance with the California Health and Safety Code governing the operations of First 5 LA, the Commission approves an annual administrative cost limit which is a percentage of the total budget. Though it does not set or mandate a limit, Proposition 10 does require all First 5 commissions to establish an administrative cost cap. As part of the approval of the annual fiscal year budget, First 5 LA approves an annual limit on the organization's administrative spending. While this administrative cost limit represents a percentage of the overall fiscal year budget, the Commission approves the limit at the dollar amount level. This is due to the fact that administrative costs are generally not as fluid as other types of costs, and cannot adapt quickly to respond to changes in actual spending levels.

The definition of administrative cost accounts for 100% of the following departments' costs: Board of Commissioners, Administration, VP of Programs, VP of Policy & Strategy, VP of Integration & Learning, Communications, Contract Administration & Purchasing, Executive, Facilities Management, Finance, Human Resources & Talent Management, and Information Technology.

In addition to these department costs, the definition includes salary and employee benefit (S&EB) costs for Directors and Administrative Assistants in the following programmatic departments: Communities, Community Relations, Early Care & Education, Family Supports, Health-Related Systems, Integration & Learning, Measurement, Learning & Evaluation, Public Policy & Government Affairs, and Strategic Partnerships.

This methodology, as reflected in the current Board-approved Administrative Cost Policy, represents a broad or inclusive 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 continues to have one of the lowest administrative limit percentages, which range from 7.67-25% of annual spending.

Using the methodology noted above (further detail is provided as part of Attachment B), the administrative cost for supporting First 5 LA programs is projected to be \$13.0 million, or 9.01% of the total budget. The increase from the previous year's 8.43% is due to the addition of management-level program staff, including new department Directors and appropriately aligned VP costs.

V. CONCLUSION

First 5 LA's approach to budgeting has evolved in recent years and will continue to evolve – informed by experience - to achieve greater precision, clarity and transparency. Each year the Board

adopts an annual budget which reflects the staff's best estimate of the financial resources that will be needed to move work forward and in alignment to the strategic direction. In FY 2017-18, First 5 LA enters into the third year of the 2015-2020 Strategic Plan mindful of the fiscal reality of declining resources, both revenue and fund balance, the continued advancement of the Strategic Plan, our ongoing responsibility for 12 legacy investments, and the recent organizational transformation process to ensure that First 5 LA is adequately poised to advance the work directed by the Commission. All of this is reflected in the 1.8% decrease to the FY 17-18 budget as compared to the FY 16-17 revised budget.

The format and the approach for the FY 2017-18 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, an organizational structure that improves our capacity to advance the work and commitments of the Commission, and a budget that more thoroughly aligns with actual anticipated need as we continue to refine our estimates, First 5 LA endeavors to continue to improve the financial management and reporting practices to effectively communicate the use and progress of the Commission's work.

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. The FY 2017-18 Budget reflects management's continued commitment to living with the means of the organization as we further align budget estimates to reflect realistic expenditures. 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 2017-18 Budget reflects a greater focus on learning from previous experience how our resources can have the greatest impact for families and children 0-5 in LA County to maximize expenditures and improve the budget processes.

We thank 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 B:

FY 2017-18 BUDGET

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

BUDGET COMPONENT		APPROVED FY 2016-17	PROPOSED ADJUSTMENT	REVISED FY 2016-17 BUDGET	PROPOSED FY 2017-18 BUDGET
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
Strategic Plan Priority Outcome Areas					
1	Families	\$ 38,081,000	\$ (6,082,500)	\$ 31,998,500	\$ 29,586,000
2	Communities	18,883,000	(1,482,000)	17,401,000	18,952,000
3	Early Care & Education Systems	24,199,000	(821,000)	23,378,000	22,027,000
4	Health-Related Systems	2,421,000	(1,154,000)	1,267,000	4,118,000
	Sub-total: Strategic Plan Priority Outcome Areas	\$ 83,584,000	\$ (9,539,500)	\$ 74,044,500	\$ 74,683,000
Strategic Plan Investment Areas & Support Costs					
5	Policy Agenda/Advocacy	\$ 2,442,000	\$ (750,000)	\$ 1,692,000	\$ 2,820,000
6	Communications & Marketing	5,345,000	(656,000)	4,689,000	6,044,000
7	Communications - Conference Funding	300,000	-	300,000	300,000
8	Strategic Partnership-Cross-Cutting Funder Partnership	75,000	-	75,000	660,000
9	Strategic Partnership-Grantmaking Memberships	-	-	-	42,000
10	Strategic Partnership-Organizational Capacity	125,000	-	125,000	200,000
11	Strategic Partnership-Partnership Development	250,000	(125,000)	125,000	250,000
12	County Partnerships	-	-	-	50,000
	Sub-total: Strategic Plan Investment Areas & Support Costs	\$ 8,537,000	\$ (1,531,000)	\$ 7,006,000	\$ 10,366,000
Integration & Learning					
25	Data Development and Integration	\$ 861,000	\$ -	\$ 861,000	\$ 1,050,000
26	Data Partnership with Funders	900,000	-	900,000	850,000
27	Program Evaluation	4,707,000	(1,256,000)	3,451,000	3,931,000
28	Learning Plan Development	-	-	-	100,000
29	Communities of Practice	-	-	-	51,000,000
30	Grantee Assessment	-	-	-	75,000
31	Organizational-Wide Investment	-	-	-	96,000
	Sub-total Integration & Learning	\$ 6,468,000	\$ (1,256,000)	\$ 5,212,000	\$ 6,153,000
	TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE	\$ 98,589,000	\$ (12,326,500)	\$ 86,262,500	\$ 91,202,000
LEGACY INVESTMENTS					
13	At-Risk Fathers Investment	\$ 299,000	\$ (183,000)	\$ 116,000	\$ 314,000
14	Baby Friendly Hospitals	918,000	(304,000)	614,000	442,000
15	Black Infant Health	2,203,000	(195,000)	2,008,000	2,006,000
16	Children's Dental Care	8,908,000	105,000	9,013,000	7,217,000
17	Children's Vision Care	1,333,000	7,000	1,340,000	252,000
18	Early Identification and Intervention - Autism and Other Developmental Delays	908,000	105,000	1,013,000	884,000
*	Healthy Food Access	1,174,000	23,000	1,197,000	-
*	Healthy Kids	373,000	-	373,000	-
19	Information Resource and Referral	1,260,000	-	1,260,000	1,240,000
20	Little by Little/One Step Ahead	3,312,000	-	3,312,000	3,979,000
*	Oral Health & Nutrition - Dental Home	890,000	(289,000)	601,000	-
21	Parent Child Interaction Therapy	3,590,000	-	3,590,000	3,943,000
22	Policy Advocacy Fund	1,263,000	-	1,263,000	310,000
*	Reducing Childhood Obesity	5,133,000	980,000	6,113,000	-
*	Resource Mobilization - ECE	800,000	(650,000)	150,000	-
*	Resource Mobilization - Health	326,000	-	326,000	-
23	Universal Assessment of Newborns	8,451,000	(1,798,000)	6,653,000	10,680,000
24	Workforce Development	555,000	-	555,000	542,000
	TOTAL LEGACY INVESTMENTS	\$ 41,696,000	\$ (2,199,000)	\$ 39,497,000	\$ 31,809,000
	TOTAL FIRST 5 LA PROGRAM BUDGET	\$ 140,285,000	\$ (14,525,500)	\$ 125,759,500	\$ 123,011,000

INITIATIVE / STRATEGY NAME	PROGRAM NAME	APPROVED FY 2016-17 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2016-17 BUDGET	PROPOSED FY 2017-18 BUDGET	% VAR TO FY
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE						
Strategic Plan Priority Outcome Areas						
Families						
Families Strategy 1 - Home Visiting	Welcome Baby Hospitals	\$ 16,447,000	(\$ 3,735,000)	12,712,000	\$ 9,706,000	-24%
	Select Home Visiting Programs	15,640,000	(1,998,000)	13,642,000	12,230,000	-10%
	Family Strengthening Oversight Entity	3,373,000	-	3,373,000	4,287,000	27%
	Stronger Families Database	875,000	-	875,000	855,000	-2%
	LAC Perinatal and Early Childhood Home Visiting Consortium	-	-	-	60,000	0%
	Abriendo Puertas	601,000	-	601,000	740,000	23%
	Family Engagement: Emerging Opportunities	340,000	(140,000)	200,000	-	-100%
	Project Dulce	670,000	(109,500)	560,500	645,000	15%
	Project Dulce Evaluation	135,000	(100,000)	35,000	-	-100%
	Emerging Opportunities	-	-	-	1,063,000	0%
Sub-total Families		\$ 38,081,000	(\$ 6,082,500)	\$ 31,998,500	\$ 29,586,000	-7.5%
Communities						
Communities Strategy 1 - Shared Vision & Collective Action	Broader Community Building and Engagement	\$ 9,300,000	-	9,300,000	2,500,000	-73%
	Community Advisory Council	-	-	-	186,000	0%
	Transition Team	-	-	-	105,000	0%
	Community Partnerships	4,815,000	755,000	5,570,000	10,721,000	92%
	Community Resource Networks	1,064,000	(664,000)	400,000	500,000	25%
	Policy/Advocacy Partnerships	1,005,000	(310,000)	695,000	-	-100%
	Community Advocacy Fund	-	-	-	500,000	0%
	Legacy Investments	-	-	-	806,000	0%
	Capacity Building Consortium	1,029,000	(893,000)	136,000	3,154,000	2219%
	Communications & Marketing	1,670,000	(370,000)	1,300,000	-	-100%
Emerging Opportunities	-	-	-	480,000	0%	
Sub-total Communities		\$ 18,883,000	(\$ 1,482,000)	\$ 17,401,000	\$ 18,952,000	8.9%
Early Care & Education (ECE) Systems						
ECE Strategy 1 - Policy/Advocacy	ECE Policy Advocacy Fund	\$ 3,000,000	-	3,000,000	3,000,000	0%
	Grade Level Reading Campaign	285,000	(220,000)	65,000	-	-100%
	Educare Policy and Advocacy	-	-	-	333,000	0%
	Kindergarten Readiness Assessment	475,000	-	475,000	714,000	50%
	Early Childhood Educators Improving Quality (CCALA)	600,000	(300,000)	300,000	745,000	148%
	QRIS Architects Group and Systems Planning	1,085,000	-	1,085,000	1,433,000	32%
	QRIS Continuous Site Engagement (LAUP)	16,868,000	-	16,868,000	13,842,000	-18%
	Shared Services Support	350,000	-	350,000	200,000	-43%
	Early Childhood Education Credential Advocacy Project	558,000	-	558,000	790,000	42%
	Early Childhood Educator Competencies Curriculum	170,000	(120,000)	50,000	220,000	340%
Higher Education Peer Learning Project	181,000	(181,000)	-	-	0%	
ECE Workforce Registry	627,000	-	627,000	650,000	4%	
Emerging Opportunities	-	-	-	100,000	0%	
Sub-total ECE		\$ 24,199,000	(\$ 821,000)	\$ 23,378,000	\$ 22,027,000	-6%

INITIATIVE /STRATEGY NAME	PROGRAM NAME	APPROVED FY 2016-17 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2016-17 BUDGET	PROPOSED FY 2017-18 BUDGET	% VAR TO FY
Health, Mental Health & Substance Abuse Systems						
Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services	Developmental Screening: Help Me Grow	\$ 1,124,000	\$(654,000)	\$ 570,000	\$ 2,518,000	342%
Health Strategy 2 - Trauma-Informed Care	Trauma-Informed Care	1,297,000	(600,000)	697,000	1,350,000	94%
Health - Emerging Opportunities	Emerging Opportunities				250,000	
Sub-total Health		\$ 2,421,000	\$(1,154,000)	\$ 1,267,000	\$ 4,118,000	225%
Other/Cross-Cutting Activities						
Sub-Total: Priority Outcome Areas		\$ 83,584,000	\$(9,539,500)	\$ 74,044,500	\$ 74,683,000	0.9%
Strategic Plan Investment Areas & Support Costs						
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	\$ 127,000		\$ 127,000	\$ 130,000	2%
	State Policy and Sustainability Advocate	440,000		440,000	440,000	0%
Communications & Marketing	Strategic Plan Advocacy Strategies	1,875,000	(750,000)	1,125,000	2,250,000	100%
Communications - Conference Funding	Communications & Marketing	5,345,000	(656,000)	4,689,000	6,044,000	29%
	Conference Funding	300,000		300,000	300,000	0%
	Emerging Funder Collaboratives	75,000		75,000	450,000	500%
Strategic Partnership-Cross-Cutting Funder Partnership	LA Diversity Equity & Inclusion (DEI) Funder Group				15,000	0%
	LA Funders Collaborative				15,000	0%
	LA-N-Sync				15,000	0%
	Los Angeles Chamber of Commerce				40,000	0%
	Los Angeles Partnership for Early Childhood Investment				15,000	0%
	Southern California Grant Maker				110,000	0%
	Grantmaking Memberships				42,000	
Strategic Partnership-Grantmaking Memberships	Organizational Capacity Building	125,000		125,000	200,000	60%
Strategic Partnership-Organizational Capacity	Consulting	150,000	(75,000)	75,000	150,000	100%
Strategic Partnership-Partnership Development	Convenings	100,000	(50,000)	50,000	100,000	100%
County Partnerships	County Partnership Fund				50,000	0%
Sub-Total: Strategic Plan Investment Areas & Support Costs		\$ 8,537,000	\$(1,531,000)	\$ 7,006,000	\$ 10,366,000	48.0%
INTEGRATION & LEARNING						
	Data Consultant	4,000.00		4,000.00	100,000.00	2400%
	Data Requests	5,000.00		5,000.00	5,000.00	0%
	Dissemination	15,000.00		15,000.00	15,000.00	0%
	Data Analytics				25,000.00	0%
	Indicator Development				165,000.00	0%
	First 5 LA Contracts and Grants Program Reporting Database	187,000.00		187,000.00	140,000.00	-25%
	WIC Data Mining Research Partnership	650,000.00		650,000.00	600,000.00	-8%
	Children's Data Network (CDN)	900,000.00		900,000.00	850,000.00	-6%
	Best Start Evaluation	734,000.00	(515,000.00)	219,000.00	950,000.00	334%
	Early Care and Education Policy Advocacy Fund Evaluation	243,000.00	(193,000.00)	50,000.00	-	-100%
	Obesity Prevention & Nutrition Collective Impact Evaluation	961,000.00		961,000.00	750,000.00	-22%
	Parent-Child Interaction Therapy Evaluation	125,000.00	(8,000.00)	117,000.00	131,000.00	12%
	Professional Development Program Evaluation	490,000.00		490,000.00	-	-100%
	Quality Rating and Improvement System Evaluation	100,000.00	(20,000.00)	80,000.00	-	-100%
	Universal Screening Psychometric Study	67,000.00		67,000.00	67,000.00	100%
	Welcome Baby Impact Study	1,035,000.00	(406,000.00)	629,000.00	1,446,000.00	130%
	Welcome Baby Implementation and Outcomes Evaluation	952,000.00	(114,000.00)	838,000.00	654,000.00	-22%
	ECE Outcome Area				50,000.00	0%
Learning Plan Development	Health Systems Outcome Area				50,000.00	0%

INITIATIVE /STRATEGY NAME	PROGRAM NAME	APPROVED FY 2016-17 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2016-17 BUDGET	PROPOSED FY 2017-18 BUDGET	% VAR TO FY
Communities of Practice	External Partner Learning Learning Advisory Committee	-	-	-	6,000.00	0%
	Organizational-Wide Learning	-	-	-	20,000.00	0%
	Grantee Assessment Investment Process	-	-	-	25,000.00	0%
	Grantee Perception Report	-	-	-	75,000.00	0%
	Organizational-Wide Investment	-	-	-	96,000.00	0%
Sub-total Integration & Learning		\$ 6,465,000	\$ (1,256,000)	\$ 5,212,000	\$ 6,153,000	0.0%
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		\$ 98,589,000	\$ (12,326,500)	\$ 86,262,500	\$ 91,202,000	5.7%
LEGACY INVESTMENTS						
At-Risk Fathers Investment	At-Risk Fathers Investment	\$ 299,000	\$ (183,000)	\$ 116,000	\$ 314,000	171%
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 3 Baby Friendly Hospital Project - Cycle 4	453,000 465,000	(114,000) (190,000)	339,000 275,000	5,000 437,000	-95% 59%
Black Infant Health	Birth Outcomes and Disparities - Policy and Systems Change Black Infant Health Program	500,000 1,703,000		500,000 1,508,000	500,000 1,506,000	0% 0%
Children's Dental Care	Children's Dental Care Program	8,908,000	105,000	9,013,000	7,217,000	-20%
Children's Vision Care	Children's Vision Care	1,333,000	7,000	1,340,000	252,000	-81%
Early Identification and Intervention -Autism and Other Developmental Delays	Early Identification and Intervention - Autism and Other Developmental Delays	908,000	105,000	1,013,000	884,000	-13%
Healthy Food Access	Children's Garden Collaborative	434,000	23,000	457,000	-	-100%
Healthy Kids	Market Match Healthy Kids Insurance Coverage	740,000 373,000		740,000 373,000	-	-100%
Information Resource and Referral	211 LA County	1,240,000		1,240,000	1,240,000	0%
Little by Little/One Step Ahead	Performance Based Agreement (Consulting) Little by Little/One Step Ahead Program	20,000 3,312,000		20,000 3,312,000	-	-100%
Oral Health & Nutrition - Dental Home	Oral Health & Nutrition - Dental Home	890,000	(289,000)	601,000	-	-100%
Parent Child Interaction Therapy	Parent Child Interaction Therapy	3,590,000		3,590,000	3,943,000	10%
Policy Advocacy Fund	Policy Advocacy Fund - I Policy Advocacy Fund - II	300,000 850,000		300,000 850,000	-	-100%
Reducing Childhood Obesity	Policy Advocacy Fund Technical Assistance Provider Reducing Childhood Obesity	113,000 5,133,000		113,000 6,113,000	113,000	0%
Resource Mobilization - ECE	ECE Recoverable Grant/Bridge Fund	800,000	(650,000)	150,000	-	-100%
Resource Mobilization - Health	Early Childhood Linkages to Wellness	326,000		326,000	-	-100%
Universal Assessment of Newborns	Welcome Baby Hospitals	8,451,000	(1,798,000)	6,653,000	10,680,000	61%
Workforce Development	P-5 Workforce Development Core Competencies	555,000		555,000	542,000	-2%
TOTAL LEGACY INVESTMENTS		\$ 41,696,000	\$ (2,199,000)	\$ 39,497,000	\$ 31,809,000	-19.5%
TOTAL FIRST 5 LA PROGRAM BUDGET		\$ 146,753,000	\$ (15,781,500)	\$ 130,971,500	\$ 123,011,000	-14%

**First 5 LA
FY 2017-18 Operating Budget
Administrative Limit Calculation**

FY 2017-18	
Departmental Budgets:	
Board of Commissioners	\$ 116,850
Administration	582,330
VP Programs	376,598
VP Policy & Strategy	474,905
VP Integration & Learning	700,935
Communications	1,213,551
Contract Administration & Purchasing	1,014,907
Executive	1,498,485
Facilities Management	885,400
Finance	1,398,996
Human Resources & Talent Mgmt.	1,311,259
Information Technology	1,238,142
Salary & Benefits*:	
Communities	275,170
Community Relations	206,962
Early Care & Education	262,830
Family Supports	208,045
Health-Related Systems	205,710
Integration & Learning	233,859
Measurement, Learning & Evaluation	239,906
Public Policy & Government Affairs	268,289
Strategic Partnerships	288,872
Total FY 2017-18 Administrative Budget	\$ 13,002,001
Total FY 2017-18 Operating Budget	21,282,675
Total FY 2017-18 Program Budget	123,011,000
Total FY 2017-18 Budget	\$ 144,293,675
Administrative Cost Percentage	9.01%
* Directors and Administrative Assistants Only	

SCHEDULE OF AUTHORIZED POSITIONS

Division/Department	FY 2016-17		FY 2017-18		Total
	Authorized Positions ¹	Filled Positions as of March 2017	Baseline	Repurposed Positions	
Executive Operations	7	5	7	0	7
Special Initiatives & Emerging Opportunities	1	0	1	-1	0
Administration	3	4	3	1	4
Administration	7	7	7	2	9
Contract Administration & Purchasing	0	0	0	0	0
Facilities Management	8	8	8	1	9
Finance	1	0	1	-1	0
Operations	7	0	7	-7	0
Medi-Cal Administrative Activities (MAA)	4	4	4	0	4
Grants Management	5	4	5	-1	4
Human Resources & Talent Management	1	0	1	-1	0
Information Technology	2	1	2	0	2
Office of Strategic Planning and Integration	0	6	0	7	7
Programs	0	3	0	4	4
VP Programs	0	1	0	7	7
Strategic Partnerships	0	1	0	7	7
VP of Integration & Learning	0	12	0	12	12
Integration & Learning	0	8	0	10	10
Family Supports	0	7	0	8	8
Early Care & Education	0	5	0	5	5
Health Systems	32	22	32	-4	28
Community Relations	0	2	0	3	3
Communities	7	0	7	-7	0
VP of Policy & Strategy	12	5	12	-3	9
Community Investment	18	0	18	-18	0
Public Policy and Government Affairs	16	10	16	-6	10
Program Development	17	4	17	-11	6
Communications	148	118	148	0	148
Measurement, Learning & Evaluation					

1) Based on approval of the Operating Budget for FY 2016-17 in June 2016.

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



ATTACHMENT C:

PROGRAMS DIVISION – DETAIL BY PROGRAM AND OPERATING COSTS

PROGRAMS DIVISION SUMMARY FY 2017-18

		FY 2017-18					Proposed Budget
		Program Division Support	Family Support	Communities	Early Care & Education	Health Systems	
Personnel Services							
	Total Salaries	253,596	990,722	1,893,786	799,340	720,071	4,657,515
	Total Employee Benefits	57,702	338,705	643,755	219,625	219,844	1,479,631
	Total Personnel Services	311,298	1,329,427	2,537,541	1,018,965	939,915	6,137,146
General Operating Expenses							
6131	ADP Payroll Charges	-	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-	-
6202	Utilities	-	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-	-
6205	Mileage and Parking	500	2,880	35,000	2,400	1,920	42,700
6206	Telephones and Modems	-	-	-	-	-	-
6207	Cell Phones and Mobile Devices	600	2,400	16,200	2,400	1,800	23,400
6208	Outside Printing	-	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-	-
6211	Educational Supplies	-	-	2,500	-	-	2,500
6212	Office Supplies	1,000	2,000	7,000	1,260	1,200	12,460
6214	Subscriptions and Publications	500	500	-	230	500	1,730
6218	Equipment Rental	-	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	2,000	-	-	2,000
6222	Offsite Storage	-	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-	-
	Total General Operating Expenses	2,600	7,780	62,700	6,290	5,420	84,790
Professional Services							
6502	Audit	-	-	-	-	-	-
6504	Legal	-	-	-	-	-	-
6507	Professional Dues	25,000	4,500	2,000	2,100	2,000	35,600
6508	First 5 California Association	-	-	-	-	-	-
6509	Professional Development	1,500	14,400	33,600	12,000	9,600	71,100
6512	Staff Recruitment	-	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-	-
	Total Professional Services	26,500	18,900	35,600	14,100	11,600	106,700
Consultant Services							
6601	Consultant Fees	25,000	-	40,000	-	-	65,000
6602	Other Professional Fees	-	-	-	-	-	-
6603	External Reviewers	-	-	-	1,500	-	1,500
	Total Consultant Services	25,000	-	40,000	1,500	-	66,500
Travel and Meeting Expenses							
6701	Airfare	2,000	7,500	7,000	5,780	5,200	27,480
6703	Lodging	3,000	16,000	8,000	6,000	11,000	44,000
6704	Conference Registration	3,000	4,500	10,000	8,500	10,000	36,000
6706	Local Meetings	1,700	14,500	10,000	3,000	1,000	30,200
6707	Per Diem	1,500	6,000	5,000	3,500	4,200	20,200
	Total Travel and Meeting Expenses	11,200	48,500	40,000	26,780	31,400	157,880
Capital Improvements							
6216	Capital Outlay	-	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-	-
	Total Capital Improvements	-	-	-	-	-	-
	Total Department Expenses	376,598	1,404,607	2,715,841	1,067,635	988,335	6,553,016

PROGRAMS DIVISION SUPPORT

Authorized Positions

Vice President of Programs	1
Executive Assistant	1
Total	2

The Program Division takes the lead responsibility for implementation of strategies and objectives in the FY 2015-2020 Strategic Plan in the four outcome areas: Families Support, Communities, Early Care and Education and Health Systems. The Program Division is focused on building the partnerships and system changes to improve outcomes for families as exemplified in our goal statement:

Through partnership, the Program Division promotes strategic investment, innovation, and leadership to advance the policies and systems that will improve outcomes for children and families.

The Strategic Plan serves as the guiding document for the work of the Program Division defining the specific strategies that will be the priority work and targets for progress. In executing this work, Programs staff:

- Á Research and develop initiatives to support strategy implementation
- Á Identify and engage key partners and stakeholders that are critical to executing the work
- Á Provide operational, financial and programmatic management of a portfolio of projects that support the four outcome areas
- Á Work in partnership with the Administrative Division to procure, administer and manage contracts and grants, consistent with requirements of a public entity
- Á Develop and engage resources to provide technical assistance to grantees and partners to execute the work
- Á Develop and implement strategies to integrate work across the four outcome areas and identify areas of outcome alignment
- Á Seek and leverage opportunities to engage parents and community members in our work
- Á Prioritize learning questions, working with the Integration & Learning Division to support program-specific and broader strategic evaluations.

PROGRAM DIVISION

The Program Division is led by the Vice President (VP) of Programs and includes four departments consistent with the Strategic Plan:

- Á Family Supports
- Á Communities

- Á Early Care and Education
- Á Health Systems.

Each department is led by a Director that reports to the Vice President of Programs.

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PROGRAMS DIVISION SUPPORT

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	215,737	290,737	280,000	253,596	(37,141)
Total Employee Benefits	50,084	60,084	60,000	57,702	(2,382)
Total Personnel Services	265,821	350,821	340,000	311,298	(39,523)
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	500	500	119	500	-
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	-	650	600	600	(50)
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	500	500	22	1,000	500
6214 Subscriptions and Publications	500	500	-	500	-
6218 Equipment Rental	-	-	-	-	-
6220 Building Repairs and Maintenance	-	-	-	-	-
6221 Equipment Repairs and Maintenance	-	-	-	-	-
6222 Offsite Storage	-	-	-	-	-
6223 Hardware and Software Maintenance	-	-	-	-	-
6230 Miscellaneous Service Charges	-	-	-	-	-
6231 Miscellaneous/Contingency	-	-	-	-	-
Total General Operating Expenses	1,500	2,150	741	2,600	450
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	44,000	44,000	20,300	25,000	(19,000)
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	1,500	1,500	-	1,500	-
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	45,500	45,500	20,300	26,500	(19,000)
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	2,000	2,000	1,747	2,000	-
6703 Lodging	3,000	3,000	-	3,000	-
6704 Conference Registration	3,000	3,000	-	3,000	-
6706 Local Meetings	1,700	1,700	1,111	1,700	-
6707 Per Diem	1,500	1,500	546	1,500	-
Total Travel and Meeting Expenses	11,200	11,200	3,404	11,200	-
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	349,021	434,671	364,445	376,598	(58,073)

FAMILY SUPPORTS

FAMILY SUPPORTS

Authorized Positions

Director	1
Senior Program Officers	3
Program Officers	7
Program Associate	1
Total	12

The Family Supports Department takes the lead responsibility for implementation of strategies and objectives in the Families outcome area in the FY 2015-2020 Strategic Plan. The two main strategies include:

Strategy 1-Lead the testing, modification, and scaling up of evidence-based practices and programs that work directly with parents/caregivers to increase family Protective Factors, with a primary focus on Welcome Baby, including support for intensive home visiting to families at high-risk of poor child outcomes identified through the Welcome Baby system.

Strategy 2-Promote high-quality parent engagement, in partnership with others, through investment in evidence-informed models in ECE and health-related settings, public education and policy change.

The Strategic Plan serves as the guiding document for the work of the Family Supports Department, defining the specific strategies that will be the priority work and targets for progress. In executing this work, staff:

- Á Research and develop initiatives to support strategy implementation
- Á Identify and engage key partners and stakeholders that are critical to executing the work
- Á Provide operational, financial and programmatic management of a portfolio of projects that support the outcome area
- Á Work in partnership with the Administrative Division to procure, administer and manage contracts and grants, consistent with requirements of a public entity
- Á Develop and engage resources to provide technical assistance to grantees and partners to execute the work
- Á Develop and implement strategies to integrate work across the Families outcome area, and identify areas of outcome alignment across the other outcome areas: Early Care and Education, Health Systems and Communities
- Á Seek and leverage opportunities to engage parents and community members in our work
- Á Prioritize learning questions, working with the Integration & Learning Division to support program-specific and broader strategic evaluations.

FAMILY SUPPORTS

The Family Support Department is led by the Director of Family Supports, who oversees three streams of work consistent with the Strategic Plan.

- Home Visiting – Program Optimization
- Home Visiting – Sustainability
- Family Engagement in ECE and Health Settings

Each strategy is led by a Senior Program Officer that reports to the Director of Family Supports. Five program officers and one program associate lead the work in the two Home Visiting streams and two program officers lead the work in the Family Engagement stream. The department is also exploring five areas of emerging opportunity and oversees seven legacy investments. The department is responsible for the oversight of 52 grants.

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FAMILY SUPPORTS

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	-	-	-	990,722	990,722
Total Employee Benefits	-	-	-	338,705	338,705
Total Personnel Services	-	-	-	1,329,427	1,329,427
General Operating Expenses					
6131	ADP Payroll Charges	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-
6202	Utilities	-	-	-	-
6203	Corporate Insurance	-	-	-	-
6205	Mileage and Parking	-	-	2,880	2,880
6206	Telephones and Modems	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	2,400	2,400
6208	Outside Printing	-	-	-	-
6209	Other Supplies	-	-	-	-
6210	Postage and Delivery	-	-	-	-
6211	Educational Supplies	-	-	-	-
6212	Office Supplies	-	-	2,000	2,000
6214	Subscriptions and Publications	-	-	500	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	-	-	-	7,780	7,780
Professional Services					
6502	Audit	-	-	-	-
6504	Legal	-	-	-	-
6507	Professional Dues	-	-	4,500	4,500
6508	First 5 California Association	-	-	-	-
6509	Professional Development	-	-	14,400	14,400
6512	Staff Recruitment	-	-	-	-
6514	Commission Stipends	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-
Total Professional Services	-	-	-	18,900	18,900
Consultant Services					
6601	Consultant Fees	-	-	-	-
6602	Other Professional Fees	-	-	-	-
6603	External Reviewers	-	-	-	-
Total Consultant Services	-	-	-	-	-
Travel and Meeting Expenses					
6701	Airfare	-	-	7,500	7,500
6703	Lodging	-	-	16,000	16,000
6704	Conference Registration	-	-	4,500	4,500
6706	Local Meetings	-	-	14,500	14,500
6707	Per Diem	-	-	6,000	6,000
Total Travel and Meeting Expenses	-	-	-	48,500	48,500
Capital Improvements					
6216	Capital Outlay	-	-	-	-
6302	Capital Improvements	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	-	-	-	1,404,607	1,404,607

Initiative		Investment Category			
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Welcome Baby Hospitals	\$12,712,000		\$9,706,000		-23.64%

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 17-18 objectives are to:

- Achieve enrollment of a minimum of 35% of participating hospitals births (current average hospital enrollment across sites is 27%)
- 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

Each Welcome Baby site has a single contract, but is funded partially under Families Strategy 1 and partially under the Universal Assessment allocation, with costs expensed to each category dependent on the number of Best Start and Non Best Start families served each fiscal year. In FY 17-18, program costs under Families Strategy 1 for Home Visiting includes 14 Welcome Baby providers for \$9,706,000. This amount reflects an analysis based on the programmatic budget amounts for Welcome Baby from previous fiscal years relative to actual expenditures. It was calculated that historically up to 80% of the programmatic funds are expended. Previously, the alignment to anticipated expenditures was addressed via the Mid-Year adjustment process; however, the Program Budget for FY 17-18 takes this historical trend into account to provide a more accurate budget. As such, FY 17-18 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures.

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 11,230 families in FY 16-17 (an estimated 4,860 Best Start and 6,370 Non Best Start) and a total of 12,430 in FY 17-18 (an estimated 5,470 Best Start and 6,960 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.

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

The following were taken into account when developing the FY 17-18 estimate:

- Hospital birth rate county information from 2014 to inform personnel needs and estimated enrollment per site
- Use of actual enrollment data from FY 15-16 and application of current Best Start/Non Best Start enrollment; data indicated a higher Non Best Start enrollment resulting in higher expenditures for Universal Assessment than Best Start Family Strengthening.
- Increases in related program costs (mileage, supplies) in anticipation of increased enrollment
- Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount.
- Calculation of services provided to Best Start and non-Best Start families, which drives costs expensed to Best Start Family Strengthening.

*FY 17-18 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures, based on previous year actuals. Contract amounts may be higher than budget amounts, due to unpredictable underspending on a grantee level. Typical underspent cost categories include personnel, materials and travel. Unexpected staff vacancies impact personnel costs and number of families enrolled, which causes subsequent underspending in materials and travel. Though this can be projected at an initiative level, it is less predictable at a grantee-level.

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

The program budget reflects an analysis based on the programmatic budget amounts for Welcome Baby from previous fiscal years relative to actual expenditures. It was calculated that historically up to 80% of the programmatic funds are expended. As such, FY 17-18 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures.

Additionally, in previous years the Program Budget allocation between Universal Assessment and Families Strategy 1, Welcome Baby utilized hospital county data to indicate the percentage of Best Start and Non Best Start clients at the individual hospitals. Current, actual enrollment data however is now available from the Stronger Families Database. Application of current data and enrollment rates affects the budget allocated to Best Start families.

Initiative		Investment Category			
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Select Home Visiting Programs	\$13,642,000		\$12,230,000		-10.35%

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

FY 17-18 represents the fourth 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 17-18 is estimated to be \$12,416,000. The total reflects an analysis based on the programmatic budgets for SHV from previous fiscal years relative to actual expenditures. It was calculated that historically up to 75 % of the programmatic funds are expended. It is expected that Select Home Visiting providers will increase enrollment by 11% in FY 16-17 to 1,100 clients and to 1,420 clients in FY 17-18. The following were taken into account when developing the FY 17-18 estimate:

- Data from the Stronger Families database was utilized to identify the current number of active clients and the individual enrollment rate per provider for a 6-month period from FY 16-17. 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 17-18 to estimate anticipated client enrollment per site; this does not preclude enrollment improvements.
- Individual sites have a maximum number of approved home visitors to hire; there are thirteen additional new home visitors estimated to be needed and hired in FY 17-18. Prior to hiring new staff, additional assessments are completed on a site-level basis to confirm need and provide approval for new staff.
- Program costs due to personnel and client enrollment, including space, telephone, supplies, and staff training.
- Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount.

*FY 17-18 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures, based on previous year actuals. Contract amounts may be higher than budget amounts, due to unpredictable underspending on a grantee level. Typical underspent cost categories include personnel, materials

Initiative**Investment Category**

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and travel. Unexpected staff vacancies impact personnel costs and number of families enrolled, which causes subsequent underspending in materials and travel. Though this can be projected at an initiative level, it is less predictable at a grantee-level.

Change from Prior Year (if >+20%)

Initiative		Investment Category			
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Family Strengthening Oversight Entity	\$3,373,000		\$4,287,000		27.09%

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; participation and coordination in the development of the Stronger Families Database System; facilitation of cross-site peer learning exchanges; and coordination and support of communication and messaging efforts. The FSOE also coordinates the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and participates in county-wide efforts to coordinate, enhance, expand, and advocate for high quality home visiting programs.

Spending Plan and Funding Methodology

In FY 17-18 the Family Strengthening Oversight Entity (FSOE) will:

- Coordinate and provide input to evaluation activities and study designs with F5LA Integration and Learning staff, evaluation contractors, and Welcome Baby sites
- 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 1 quarterly peer to peer learning opportunity
- Provide program materials to providers across 14 Welcome Baby sites (including home safety items, boppy nursing pillows, infant books and developmental toys)
- Provide on-going programmatic and database technical assistance to Welcome Baby and Select Home Visiting providers
- Coordinate the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and participate in county efforts to coordinate across home visiting programs in LA County.

The following were taken into account when developing the FY 17-18 estimate:

- Anticipated merit increase for personnel
- Addition of one new full-time staff to provide support to database, reporting and policy efforts
- Decrease in number of peer to peer regional and quarterly workshops
- Increase in funding to implement Continuous Quality Improvement efforts across WB sites in order to increase and enhance program productivity
- Increase in funding to support trainings and coordination for the following: WB sites and F5LA evaluation contractors; and implementation of strategies identified through the Board of Supervisors Motion on Home Visiting.

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

Increasing demands on the Family Strengthening Oversight Entity (FSOE) resulted in an increase of 27%. Reductions were made in specific activities, such as fewer peer-to-peer and quarterly regional workshops. However, activities to provide more robust support to the network of providers were added. This includes one additional staff person to support increased database, reporting and policy efforts. Additional contributing factors to the increase include: provision of Continuous Quality Improvement efforts across WB sites in order to increase and enhance program productivity; increased funding to support coordination and training efforts of WB providers due to F5LA evaluation activities; and implementation of strategies identified through the Board of Supervisors Motion on Home Visiting.

Initiative	Investment Category
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Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Stronger Families Database	\$875,000		\$855,000		-2.28%

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 finalize the creation of a supervisor module in FY 17-18, and continue supporting Tableau reporting and additional features requested by users. Additional work is anticipated as a result of potential strategies from the County Board of Supervisors Home Visiting Motion, such as: including the Stronger Families Data in a countywide home visiting data warehouse; piloting efforts to enhance and improve referrals across home visiting programs in LA County; and pilot integration of Home Visiting programs into county functions to support long-term financing of Home Visiting.

FY 17-18 funds will support the following areas:

DATABASE DEVELOPMENT (\$300,000)

The database will work on and finalize a supervisor module in FY 17-18. Additionally, potential strategies may require additional development time to create or enhance existing functions or new modules. At \$200/hour and 1,500 hours, this is \$300,000.

PROGRAM DEVELOPMENT AND PROJECT MANAGEMENT (\$276,000)

For consultants, staff anticipates using about 1,075 hours of program development/management consultant time, 1,000 hours of tester time, data-sharing consultant time, and 100 hours of HIPAA consultant time.

HOSTING (\$204,000)

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 \$24,000/year.

DOCUMENTATION (\$75,000)

Development of a codebook documenting the Stronger Families Database. The codebook will support ongoing database development, opportunities to link data sets and ability to increase portability of data.

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

Initiative		Investment Category			
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
LAC Perinatal and Early Childhood Home Visiting Consortium			\$60,000		0.00%

Program Summary

The Los Angeles County Perinatal and Early Childhood Home Visiting Consortium (The Consortium) is a leader in the coordination, measurement and advocacy for high-quality home visiting. The Consortium seeks to (1) build referral pathways; (2) support provider training; (3) collect data; (4) elevate, promote and advocate for quality home visiting; and (5) increase funding and partnerships to support home visiting. The consortium is also working to build its own capacity to achieve these strategic goals.

Spending Plan and Funding Methodology

FY 17-18 funding will be utilized in the following manner, consistent with prior year contract and spending trend:

- Support for implementation of The Consortium's Strategic Plan, including facilitation of annual action planning and learning processes
- Coaching and capacity building (topics include: workgroup leadership and decision-making)
- Skills training for Consortium and home visitation workforce, including assessment of needs and recruitment of trainers
- Support to strengthen self-governance, including self-assessment, leadership strengthening and process clarification
- Landscape analysis, including identifying home visiting service gaps and needs and long-term sustainability funding

Program costs were embedded within the Policy budget in FY 16-17.

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

Initiative		Investment Category			
Families Strategy 2 - Family Engagement		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Abriendo Puertas	\$601,000		\$740,000		23.12%

Program Summary

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

First 5 LA will work with Abriendo Puertas to implement programs within diverse ECE provider settings, such as preschools as well as early elementary school settings, faith-based institutions, housing sites, and museums. These environments are non-stigmatizing, thereby creating a unique opportunity to reach families that may be relatively more isolated from the broader array of family support services.

FY 17-18 includes the following activities:

- Convene Facilitator Training Institutes and implement programming in English and Spanish
- Develop implementation and sustainability tools with school and non-school settings by identifying factors that informs provider capacity processes and needs to deliver high quality programming
- Cultivate relationships that would advance sustainability efforts in future steps towards new curricular design and implementation practices
- Support Abriendo Puertas' organizational capacity to advance and sustain its evidence-based model and practices
- Conduct a landscape summary of implementation approaches locally and nationally in order to improve implementation strategies and barriers for facilitators

Spending Plan and Funding Methodology

This 18-month investment will complete 6 months during the start of FY 16-17. The cost estimates below are based on its remaining 12 months, which align with FY 17-18. The following activities were taken into account when developing the FY 17-18 budget:

- \$210,000- Manage agency costs (projected to cover Director, Project Lead, Support Staff, and indirect costs for expansion strategies impacting Los Angeles County)
- \$50,000 - Support sub-contracts (projected to cover costs of translators, curriculum consultants, researchers, etc.)
- \$160,000 - Coordinate and implement 4 training institutes; Each institute will train 20 facilitators (4 institutes x 20 facilitators = 80 facilitators); Estimate based on · \$40,000 per training (at \$2,000 per person) (Costs may include trainer, room rental, refreshments, parking, materials, etc.)
- \$140,000 - Implementation grants for sites (i.e. materials, childcare, etc.)
- \$56,000 – Administrative Cost (fiscal management at 10%)

Initiative	Investment Category
<p>Families Strategy 2 - Family Engagement</p> <ul style="list-style-type: none"> · \$124,000- Document and evaluate the implementation process of the program. This funding level may be revised after review of evaluator's plan and determination of learning needs (20% of total project) <p>The resources will provide support in fulfilling the following tasks:</p> <ul style="list-style-type: none"> · Convene 4 Facilitator Institutes for 80 facilitators at 20 sites · Implement Abriendo Puertas in English and Spanish at the 20 sites that received facilitation training as part of this project to serve approximately 800 parents · Develop facilitator reflection tools · Research and document program implementation processes · Conduct a landscape summary of implementation approaches locally and nationally 	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
Change from Prior Year (if >+-20%)	

The primary reason for the budget increase is that FY 17-18 will be the first full year of implementation. This initiative was launched in January 2017.

Initiative		Investment Category			
Families Strategy 2 - Family Engagement		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Project Dulce	\$670,000		\$645,000		-3.73%

Program Summary

Project DULCE is an innovative pediatric-care-based intervention through which primary care clinical sites proactively address social determinants of health and promote the healthy development of infants from birth to six months of age. A critical component of DULCE is to provide support to parents, connecting them to resources based on parents' needs and priorities with the option of providing home visits, at the parents' choice. The DULCE intervention incorporates a protective factors approach and draws on and incorporates components of the Medical-Legal Partnership model to ensure that families have access to the resources that they need. First 5 LA partnered with The Center for the Study of Social Policy (CSSP) to implement Project DULCE in three clinic sites across Los Angeles County: The Children's Clinic in Central Long Beach, Northeast Valley Health Corporation in Sun Valley and St. John's Well Child & Family Center Dr. Louis C. Frayser Health Clinic in South Los Angeles.

Project DULCE 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.

In FY 17-18, each Project DULCE clinic will continue to:

- Serve 200 infants and their families using core components that include routine primary care visits and meetings with a family specialist and parents representatives;
- Build Continuous Quality Improvement (CQI) capacity in the local CQI teams; and
- Participate in the national evaluation and sustainability efforts led by CSSP.

Spending Plan and Funding Methodology

FY 17-18 estimated spending is based on FY 16-17 expenditures, staff's experience on program components and CSSP's experience in implementing Project DULCE in other states. Each clinic is projected to serve approximately 200 children and their families, a total of 600 children and their families served at the three DULCE clinics.

Participating clinics are:

1. St. John's Well Child & Family Center in South Los Angeles
2. The Children's Clinic in Central Long Beach
3. North East Valley Health Corporation in Sun Valley

A total cost of \$645,000 is estimated for FY 17-18 which reflects: \$165,000 DULCE implementation cost per site for three sites; \$50,000 for strategic partnership with CSSP to provide technical assistance on program implementation and parent engagement at all three sites; and \$100,000 for Early Childhood Education coordination and sustainability convening costs.

Major cost areas were considered and are detailed below:

1. Implementation Cost (\$165,000/site x 3 sites)
 - * Project Personnel and Fringe benefits for the following staff
 - Family Specialist
 - Medical Champion
 - Mental Health Supervisor
 - Clinic Administrator
 - Medical Staff
 - * Contracted Services
 - Medical Legal Partner: \$25,000 per year per site
 - * Operation Cost
 - These costs include items such as equipment, printing/copying, space, telephone/network services, postage, supplies, employee mileage/travel, training, other expenses and indirect cost.

Initiative	Investment Category
<p>Families Strategy 2 - Family Engagement</p> <p>2. Technical Assistance (\$50,000) CSSP will provide approximately 270 hours of technical assistance, implementation guidance and support, plus two site visits per year to support implementation of DULCE in Los Angeles County.</p> <p>3. ECE Coordination and Sustainability (\$100,000) * Discussions on sustainability will be ongoing throughout the project.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
<p>Change from Prior Year (if >+-20%)</p>	

Initiative		Investment Category			
Families - Emerging Opportunities		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Emerging Opportunities - Families Outcome Area			\$1,063,000		0.00%

Program Summary

This category of expenditures is intended to support emerging opportunities to advance the optimization, scaling and sustaining of home visiting investments in LA County. Examples of both likely and potential expenditures in this category include:

- Opportunities to pilot the integration of home visiting programs into existing county functions, utilizing existing funding streams.
- Improving program capacity through testing of alternative staffing ratios.
- Piloting MediCal reimbursement financing strategies

This category of expenditures is also intended to support emerging opportunities to support measurement of and promote protective factors. Examples of both likely and potential expenditures in this category include:

- (1) A data development project in partnership with the Office of Child Protection to develop common indicators for measuring protective factors
- (2) Seeding learning communities that increase the quality and effectiveness of parent engagement practices countywide

Spending Plan and Funding Methodology

HOME VISITING PILOTS:

Early efforts to respond to the Los Angeles County Board of Supervisor's motion related to the enhancement and expansion of home visiting in the county have revealed a number of opportunities to embed home visiting practices into multiple county functions. Likely costs include small-scale service provision, training and supports to address capabilities and capacities related to referral of families to appropriate programs and/or activities related to financing procedures, including costs to support time reporting at pilot home visiting sites. Specific projects and associated costs are under consideration.

- Medicaid Targeted Case Management pilot in home visiting sites (\$500,000)

-Pilot in partnership with the Department of Social Services (DPSS) and Select Home Visiting grantee to fund personnel and associated costs to provide the Healthy Families America program to up to 50 families within the Family Stabilization program under DPSS (\$186,000)

-RN Floater Pilot: Funds to support a trained Welcome Baby Nurse (RN) to provide RN home visits across network of WB sites where needed. This pilot would support increased enrollment across the network, which is adversely impacted due to staff vacancies and a staffing structure that may limit enrollment without sufficient RN personnel (\$117,000)

DATA DEVELOPMENT:

The FY 17-18 objectives are to complete a convening of experts who will, in partnership with service providers and families, oversee a landscape analysis and establish a set of indicators to be tracked to measure change in protective factors.

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

Initiative	Investment Category
<p>Families - Emerging Opportunities</p> <p>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.</p> <p>Convene experts in field (\$100,000) Experts will provide input on connecting/mapping population data with program level data To discuss and provide recommendations regarding measurement and collection opportunities and challenges in family strengthening</p> <p>FAMILY ENGAGEMENT LEARNING COMMUNITIES (\$20,000) - Costs will be related to convening and consultant support to facilitate, collect and distribute findings on various aspects of family engagement.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>

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

The funds associated with the Data Development and Family Engagement Learning Communities were reflected as a standalone budget under Family Engagement: Emerging Opportunities, in FY 16-17. There is a 30% increase in these funds from prior year related primarily to the addition of resources to support a learning community focused on strategies to improve Family Engagement, in partnership with public/private early childhood funders.

Initiative	Investment Category
At-Risk Fathers Investment	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
At-Risk Fathers Investment	\$116,000		\$314,000		170.68%

Program Summary

At the November 2013 Commission Meeting, the Board approved a motion to allocate \$600,000 for a two-year effort to support and engage at-risk fathers of children ages zero to five. The project will target systems that regularly engage with fathers of children prenatal to age five who have past, present, or future involvement with Los Angeles County child welfare and other systems. The primary intent is to help the fathers further their education, obtain stable employment, and/or become more positively engaged as a parent and caregiver. The At-Risk Fathers Investment includes funding for three grantees and one technical support provider to support the efforts of the grantees.

Spending Plan and Funding Methodology

The planning phase for the At-Risk Fathers Investment concluded in June 2016. The procurement method was issued in October 2016 with contracts executed in early 2017. A total of \$600,000 has been allocated for this two-year effort. Based on the scope of work, timeline, and proposed cost estimates from the grantees and technical support provider, it is anticipated that FY 17-18 expenditures will represent approximately half of the total two-year allocation.

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

FY 16-17 expenditures included 6 months or less of activity associated with the initial ramp up phase for the grantees and technical assistance provider. FY 17-18 will mark the first full year of implementation. As such, it is anticipated that the program will maximize its proposed estimated expenditures for FY 17-18.

Initiative	Investment Category
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Baby Friendly Hospitals	Legacy Investments
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Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance
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Baby Friendly Hospital Project - Cycle 3	\$339,000	\$5,000	-98.52%
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Program Summary

One Cycle 3 hospital has requested a no-cost extension into FY 17-18.

Spending Plan and Funding Methodology

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

This cycle has ended.

Initiative	Investment Category
Baby Friendly Hospitals	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Baby Friendly Hospital Project - Cycle 4	\$275,000		\$437,000		58.90%

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 18-19.

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 17-18 for \$437,000. 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%)

This cycle's grantees have reached their peak spending years. A typical trajectory for this project.

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	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 17-18. 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 16-17 due to limited staff capacity.

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

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance
Black Infant Health Program	\$1,508,000	\$1,506,000	-0.13%

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. FY 17-18 marks the fourth year of this program.

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 FY 16-17 expenditures, historical spending and anticipated costs. Costs were informed by BIH grantees with staff's review and approval. All three grantees are 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.
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) was brought 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.
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 total FY 17-18 funding level requested for BIH is estimated to be approximately \$1,505,700, rounded up to \$1,506,000.

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

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

Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance
Little by Little/One Step Ahead Program	\$3,312,000	\$3,979,000	20.13%

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 17-18 the LBL program will be in its fifth 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 during WIC clients' visits.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 17-18

- 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 63,430 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
- Conducting a school readiness outcome evaluation study, data collection and preliminary data analysis.

MAJOR COST AREAS

The funding level for FY 17-18 was determined based on contractor spending patterns for the past three years and the negotiated 39 month life of project contract estimates. In FY 17-18, the LBL program will provide services to a total of 63,430 unique WIC participants at \$62.73/child for a total budget estimate of about \$3,979,000. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 17-18:

1. Personnel- a total of 24 staff positions, including a new LBL Social Enterprise Manager needed to manage various program replication opportunities a part of the program's long term revenue business plan as well as 23 staff 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 \$1,049,000 (26% of the overall budget).
2. Contracted Services- an estimated 7 subcontractors including six subcontractors delivering direct services at eight WIC sites 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: \$1,101,000 (28 % of the overall budget).
3. Program Supplies- Program expenses are related to program materials (190,290 books) and brochures. Total estimated expenses for supplies: \$853,000 (21% of the overall budget).
4. Operating and Administrative Costs- A total of \$358,000 is estimated for space, postage, travel, mileage, indirect and other expenses (9% of the overall budget).
5. Evaluation: A budget of \$618,000 is needed to continue control study work, IRB approval and fees and significant data collection activities including home observations and surveys (16% of the overall budget).

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

Initiative**Investment Category**

Little by Little/One Step Ahead

Legacy Investments

In FY 17-18, the program will serve an additional 820 unique participants, requiring more personnel, materials and administration expenses. In addition, evaluation expenses for this year will be significantly higher in order to continue the program's approved multi-year control study activities, complete IRB process and submit fees and conduct over 400 home observations and surveys. These two reasons and related expenses account for the 20% increase from the previous fiscal year.

Initiative	Investment Category
Parent Child Interaction Therapy	Legacy Investments

Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance
Parent Child Interaction Therapy	\$3,590,000	\$3,943,000	9.83%

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. The program, was approved for a five-year \$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 project will be extended to June 30, 2019 in order to ensure that (1) all cohorts are completed according to lessons learned; (2) an ongoing training infrastructure is solidified; and (3) mobile van services in two Service Planning Areas with access challenges, are established.

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 17-18 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;
- Funds 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
- 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 17-18 expenditures of \$3,300,000 for the DMH contract based on the proposed scope and historical spending rates for prior years of the project that have included leveraging of Medi-Cal dollars to fund service provided by trainees, which resulted in cost savings.

First 5 LA is projecting FY 17-18 expenditures of \$642,600 for the training provider, UC Davis based on the proposed scope and current projected contract amount provided by the contractor. For the purpose of the budget, the amount is rounded to \$643,000.

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

The Department of Mental Health has adapted their budget methodology to more accurately reflect Medi-Cal match received by the program to establish a budget that is more closely aligned with projected expenditures.

Initiative	Investment Category
Universal Assessment of Newborns	Legacy Investments

Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance
Welcome Baby Hospitals	\$6,653,000	\$10,680,000	60.52%

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 17-18 objectives are to:

- Achieve enrollment of a minimum of 35% of participating hospitals births (current average hospital enrollment across sites is 27%)
- 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

Each Welcome Baby site has a single contract, but is funded partially under Families Strategy 1 and partially under the Universal Assessment allocation, with costs expensed to each category dependent on the number of Best Start and Non Best Start families served each fiscal year. In FY 17-18, program costs under Universal Assessment of Newborns includes 14 Welcome Baby providers for \$10,680,000. This amount reflects an analysis based on the programmatic budget amounts for Welcome Baby from previous fiscal years relative to actual expenditures. It was calculated that historically up to 80% of the programmatic funds are expended. Previously, the alignment to anticipated expenditures was addressed via the Mid-Year adjustment process; however, the Program Budget for FY 17-18 takes this historical trend into account to provide a more accurate budget. As such, FY 17-18 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures.

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 11,230 families in FY 16-17 (an estimated 4,860 Best Start and 6,370 Non Best Start) and a total of 12,430 in FY 17-18 (an estimated 5,470 Best Start and 6,960 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.

Initiative	Investment Category
Universal Assessment of Newborns	Legacy Investments

The following were taken into account when developing the FY 17-18 estimate:

- Hospital birth rate county information from 2014 to inform personnel needs and estimated enrollment.
- Use of actual enrollment data from FY 15-16 and application of current Best Start/Non Best Start enrollment; data indicates a higher Non Best Start enrollment resulting in higher expenditures for Universal Assessment than Best Start Family Strengthening.
- Increases in related program costs (mileage, supplies) in anticipation of increased enrollment.
- Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount.

*FY 17-18 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures, based on previous year actuals. Contract amounts may be higher than budget amounts, due to unpredictable underspending on a grantee level. Typical underspent cost categories include personnel, materials and travel. Unexpected staff vacancies impact personnel costs and number of families enrolled, which causes subsequent underspending in materials and travel. Though this can be projected at an initiative level, it is less predictable at a grantee-level.

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

In previous years the Program Budget allocation between Universal Assessment and Families Strategy 1, Welcome Baby, utilized hospital county data to indicate the percentage of Best Start and Non Best Start clients at the individual hospitals. Current, actual enrollment data however is now available from the Stronger Families Database. Application of current data and enrollment rates indicates higher Non Best Start enrollment, resulting in higher expenditures for Universal Assessment rather than in Families Strategy 1.

Additionally, the program budget reflects an analysis based on the programmatic budget amounts for Welcome Baby from previous fiscal years relative to actual expenditures. It was calculated that historically up to 80% of the programmatic funds are expended. As such, FY 17-18 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures.

COMMUNITIES

COMMUNITIES

Authorized Positions

Director	1
Senior Strategist	1
Senior Program Officers	4
Program Officers	13
Administrative Assistant	1
Program Associates	2
Program Support Coordinators (term-limited)	6
Total	28

The Communities Department is responsible for overseeing First 5 LA's place-based effort, including community engagement, grantmaking, capacity development, network building, and continuous learning across 14 Best Start communities in Los Angeles County. Staff have a variety of responsibilities related to developing, implementing, and refining the three strategies in the Communities Outcome Area: 1) Community Leadership and Collaboration; 2) Coordinated Services and Supports; and 3) Built Environment Policy & Advocacy. Combined, these strategies represent an integrated approach to building community capacity, which requires staff responsibilities including, but not limited to, the following:

- 1) Planning, Design & Development: a) identifying best practices in community engagement and place-based work; b) assessing community assets, resources, barriers and needs, c) monitoring social, economic and political trends and factors that affect children and families; d) determining key outcomes, strategies, activities and resource requirements for investments; d) exploring leveraging opportunities and collaborative approaches *internally* across First 5 LA programs, projects and initiatives and *externally* with foundations, nonprofits, county government and municipalities; and e) convening community members and incorporating community perspectives in ongoing planning, design and development of program strategies.
- 2) Community Engagement: a) promoting community leadership development; b) building and strengthening relationships with parents, residents, organizations, civic leaders, and other stakeholders to cultivate a shared vision for children, families and communities; c) gathering insights, information and ideas from stakeholders about key aspects of our place-based investment; d) strategically mobilizing community assets and resources to increase local governance and strengthen the ability of the community members to sustain collaborative efforts; e) connecting community groups to policy and systems leaders to ensure community voice in decision-making at the community, city, county, state levels.

- 3) Grantmaking and Grant/Contract Management: a) developing funding mechanisms (i.e., solicitations and RFP/Qs); b) negotiating, executing and monitoring grants/contracts to ensure successful implementation of activities and achievement of objectives and outcomes; c) monitoring grantee/contractor performance, timeline and deliverables; and d) guiding, advising and problem-solving as needed and/or requested by grantees, contractors and vendors.
- 4) Learning: a) assessing progress of grantees/contractors and support continuous quality improvement; b) applying learning about internal/external factors that facilitate inhibit community capacity building; c) identifying and monitoring promising strategies that build community capacity to promote policy and systems change; d) sharing learning internally, locally, statewide, and nationally.
- 5) Operational Support to Best Start Community Partnerships: providing direct administrative, logistical and capacity building to 13 of 14 Best Start Community Partnerships (Metro LA is operated using a lead agency model and staff monitors progress).
- 6) Best Start Alignment: designing and implementing an approach to transition the management of the Best Start Community Partnerships' operational and programmatic work from First 5 LA to community organizations.

COMMUNITIES

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	2,640,486	2,640,486	2,201,818	1,893,786	(746,700)
Total Employee Benefits	787,472	787,472	763,220	643,755	(143,717)
Total Personnel Services	3,427,958	3,427,958	2,965,038	2,537,541	(890,417)
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	35,000	35,000	33,000	35,000	-
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	19,800	19,800	15,000	16,200	(3,600)
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	1,200	1,200	233	2,500	1,300
6212 Office Supplies	4,000	4,000	3,330	7,000	3,000
6214 Subscriptions and Publications	-	-	-	-	-
6218 Equipment Rental	-	-	-	-	-
6220 Building Repairs and Maintenance	-	-	-	-	-
6221 Equipment Repairs and Maintenance	1,000	1,000	-	2,000	1,000
6222 Offsite Storage	-	-	-	-	-
6223 Hardware and Software Maintenance	-	-	-	-	-
6230 Miscellaneous Service Charges	-	-	-	-	-
6231 Miscellaneous/Contingency	-	-	-	-	-
Total General Operating Expenses	61,000	61,000	51,563	62,700	1,700
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	4,800	4,800	1,700	2,000	(2,800)
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	40,000	25,000	3,241	33,600	8,600
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	44,800	29,800	4,941	35,600	5,800
Consultant Services					
6601 Consultant Fees	25,000	40,000	-	40,000	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	25,000	40,000	-	40,000	-
Travel and Meeting Expenses					
6701 Airfare	9,000	9,000	4,955	7,000	(2,000)
6703 Lodging	12,000	12,000	6,837	8,000	(4,000)
6704 Conference Registration	15,000	15,000	8,230	10,000	(5,000)
6706 Local Meetings	7,500	7,500	1,756	10,000	2,500
6707 Per Diem	6,500	6,500	2,344	5,000	(1,500)
Total Travel and Meeting Expenses	50,000	50,000	24,122	40,000	(10,000)
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	3,608,758	3,608,758	3,045,664	2,715,841	(892,917)

Initiative		Investment Category			
Communities Strategy 1 - Community Leadership & Collaboration		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Broader Community Building and Engagement	\$9,300,000		\$2,500,000		-73.11%

Program Summary

Best Start communities span from approximately four to 370 square miles and encompass between 66,000 and 160,000 people each. The geographical spread and population density necessitates a broad community building and engagement strategy to reach as many families with young children as possible.

While investment in Community Partnerships represents the cultivation of a community leadership and collaboration structure, the Partnerships alone cannot reach a substantial number of families with young children. Aligned with the FY2015-2020 Strategic Plan investment guidelines, this program area provides an opportunity to broaden the impact on a larger number of families by fostering connections particularly between parents, residents and organizations that do not formally or consistently participate in the Community Partnerships.

This program area includes an investment for the continuation of strategic partnership with South Bay Community Counseling (SBCC) Thrive LA to support 76 Neighborhood Action Councils and 215 Community Connection Groups, involving approximately 3,200 parents/residents.

Spending Plan and Funding Methodology

BROADER COMMUNITY BUILDING & ENGAGEMENT = \$2,580,000 (Total)

SBCC: \$2,500,000

The FY 17-18 budget reflects a 12-month contract with SBCC to continue implementing resident engagement efforts. The budget projection for FY 17-18 of \$2,500,000 is based on historical costs and includes a reduction based on the SBCC-identified administrative and operational efficiencies. This funding supports a programmatic merger of Neighborhood Action Councils and Resident Outreach Coordinators (ROCs) in each Best Start community. With First 5 LA funding, SBCC will continue 76 Neighborhood Action Councils and 215 Community Connection Groups.

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

Costs associated with Building Stronger Families (BSF) grants were moved to Community Partnerships to reflect the community change work of the Community Partnerships per the Best Start alignment process. The variance is also a result of SBCC-identified administrative and operational efficiencies.

Initiative		Investment Category			
Communities Strategy 1 - Community Leadership & Collaboration		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Community Partnerships	\$5,570,000		\$10,721,000		92.47%

Program Summary

As an anchor investment in First 5 LA's 2015-2020 Strategic Plan, Best Start is a community capacity building approach in 14 communities designed to achieve policy and systems change. Best Start Community Partnerships (Partnerships) are a central component of First 5 LA's community capacity building strategy in each community. The Partnerships represent a collaborative of parents/residents, nonprofit and other local leaders to improve outcomes for children and families within their community. As collaboratives, the 14 Community Partnerships are not formal, legal entities.

First 5 LA is currently the sole funder and primary organization providing support for Partnership meeting coordination, logistics, outreach and communications, and administrative functions. First 5 LA manages all aspects of the Partnerships with the exception of the pilot community, Metro LA, which launched using a lead agency approach and continues to be supported by Para Los Niños (PLN). In addition, First 5 LA supports projects identified by each of the 14 Community Partnerships through the Building Stronger Families (BSF) grants.

The FY 17-18 budget reflects two categories:

A. PARTNERSHIP SUPPORT: Continuation of current support to each Partnership. Cost categories include:

1. Operations (e.g. facilities, child care, transportation, catering, and overall administrative support) for monthly collaborative meetings, workgroups and ad hoc committees. Two categories of funding: 1) First 5 LA-managed operations of 13 communities; and 2) PLN-managed operational support for Metro LA.

2. Outreach & Communications (e.g. community-specific events, outreach activities, local event sponsorships, collateral materials, etc.)

3. Community-Identified Projects: strategies and activities designed by Best Start Community Partnerships and implemented in conjunction with organizations funded by First 5 LA (i.e. Building Stronger Families grantees) in each of the 14 Best Start communities.

B. BEST START ALIGNMENT: Based on six years of direct management and implementation experience as well as ongoing community feedback, First 5 LA has been exploring how to support the Community Partnerships more effectively. Staff is anticipating implementation of a regional approach with local customization for all 14 Community Partnerships, transitioning Partnership support from First 5 LA to community organizations and integrating Metro LA into a consistent structure for all 14 communities. With the Board's endorsement and approval, the transition and initial implementation of the new structure is projected to occur in the last three months of the fiscal year (April – June 2018). Cost categories include:

1. Ongoing implementation planning and development

2. Procurement process, including external reviewers and logistical support for community member participation

3. Initial implementation costs (three months)

Spending Plan and Funding Methodology

A. PARTNERSHIP SUPPORT = \$9,470,000 (Total)

1. Operational Support: \$2,750,000

• 13 Best Start communities: \$1,638,000

Costs reflect 5% increase from FY16-17 budget to account for: 1) increase in number of people involved due to outreach and communications efforts; and 2) increase in number of Partnership-specific meetings to engage community members in discussions and implementation planning related to the Best Start alignment process. Costs

Initiative	Investment Category
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Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future
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do not include Partnership-specific resident engagement and evaluation.

• Best Start Metro LA: \$1,112,000

To ensure no gaps in service to Metro LA, staff will renew the Para Los Niños grant for 12 months based on the FY 16-17 budget, which includes operations, Partnership-specific resident engagement and evaluation support. Metro LA will be fully integrated into the new operational structure as of July 1, 2018.

2. Outreach and Communications: \$700,000

Costs based on FY16-17 budget and community priorities for FY17-18. Assumes \$50,000 per community for activities such as Community Partnership events, outreach activities, collateral materials, local event sponsorships, etc.

3. Community Identified Projects (BSF grants) \$6,020,000

Costs based on FY16-17 expenditures, remaining grant amounts beyond June 2017, and additional resources for continuation of activities through June 2018 due to slow ramp up and/or resources needed to complete projects. Building Stronger Families (BSF) expenditures per community vary with an average of \$430,000 per community.

B. BEST START ALIGNMENT = \$1,251,000 (Total)

1. Ongoing Implementation Planning and Development: \$50,000

Estimate based on FY 16-17 expenditures through contract with Blue Garnet during the design phase of the new support structure. FY 17-18 resources will to support staff in the implementation planning process to ensure effective transition (internally and externally) to new the support structure.

2. Procurement Process: \$81,000

• External and Community Reviewers: \$25,000

Estimate includes costs for two external reviewers and 28 community reviewers (two reviewers per community per region) and is based on typical agency-wide reviewer costs for trainings, application review, meetings and applicant interviews. Costs also include logistical support (i.e. translation, interpretation, transportation) for community members to participate in the review process.

• Request for Proposals Information Sessions: \$56,000

Estimate is based on holding two information sessions per region for up to five regions. Costs based on 50% of expenditures for Transition Team meetings and include facilities, transportation, translation, interpretation, child care and light refreshments to enable participation of Transition Team members in information sessions.

3. Initial Implementation (three months): \$1,120,000

Costs assume five Regional Networks with local, community-specific subcontractors for 3 months (April-June 2018) at \$320,000 per region. Costs based on analysis of operational expenditures in grant to Para los Ninos. Projected spending to be at 70% of calculated costs (\$224,000 per region for three months) due to onboarding and ramp up. Based on implementation progress, this budget amount may be adjusted at mid-year.

Three month calculation:

$$320,000 \times .70 = 224,000$$

$$224,000 \times 5 \text{ regions} = 1,120,000$$

Costs do not include subcontractor costs for Metro LA due to continuation of grant to Para los Ninos for FY 17-18 (See Community Partnerships, #1. Operational Support, Best Start Metro LA). Costs for Metro LA will be included in FY 18-19 budget under the new structure.

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

Variance due to the following:

1) Inclusion of community-identified projects (i.e. Building Stronger Families, BSF, grants) previously captured under Community Engagement to reflect community change work of the Partnerships per the Best Start alignment

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration process. Costs reflect full implementation; 2) Costs associated with procurement process for selection of new support structures; 3) Compounded costs due to continuation of current support structure and initial implementation of a regional support structure including subcontractors during the last four months of the fiscal year; 4) The Center for the Study of Social Policy (CSSP) contract (\$2,156,000) moved to Cross-Strategy Investment - Capacity Building	2015-2020 Strategic Plan: Focusing for the Future

Initiative	Investment Category
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Communities Strategy 2 - Coordinated Services & Supports	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Community Resource Networks	\$400,000		\$500,000		25.00%

Program Summary

This program area aligns with the second strategy in the Communities Outcome area, which is to convene and strengthen the capacity of ECE and health-related organizations and institutions to improve services and support within Best Start communities. There is a convergence of interests among key partners across the county around strengthening the coordination of services, which presents an opportunity to invest in, influence, and leverage existing and/or emerging efforts to strengthen the coordination capacity of community resource networks. This effort is closely aligned with part of First 5 LA’s Organizational Capacity Building Framework to support anchor organizations in the Best Start Communities not exclusively funded by First 5 LA to ensure there is sufficient capacity of the sector. In FY 17-18, the priority area of investment is:

Prevention and Early Intervention Networks: Capacity building support to service provider networks that focus on prevention and early intervention services including existing County networks such as Prevention and Aftercare Networks, Child Abuse Councils, Health Neighborhoods, etc.

Spending Plan and Funding Methodology

Prevention and Early Intervention Networks: approximately \$50,000 per network for up to 10 networks = \$500,000
 Costs based on historical expenditures for First 5 LA capacity building grants through Community Opportunities Fund and Policy and Advocacy Fund. Grants ranged from \$50,000 - \$100,000 per year.

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

Variance due to a shift in approach to support existing prevention and early intervention networks and leverage resources from County departments.

Initiative		Investment Category			
Communities Strategy 3 - Built Environment Policy & Advocacy		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Community Advocacy Fund			\$500,000		0.00%

Program Summary

This program area aligns with the third strategy of the Communities Outcome area, which is to convene and strengthen the capacity of existing advocacy groups to work with communities to create new or improved physical spaces and places for families and children prenatal to age five with a priority focus on Best Start communities. This strategy emphasizes availability and access to places and spaces that promote healthy living and encourage social interaction. Opportunities exist to maximize impact in this area by working with existing advocacy groups to partner with parents and residents to promote sustained investment and commitment civic leaders and other stakeholders who influence resources related to parks and open space, transportation, and access to healthy food.

Investment in this area supports the development and implementation of a Community Advocacy Fund (CAF). CAF grants would be awarded to local built environment advocacy groups, with a focus on building the leadership and advocacy capacity of community members and then partnering with them to advance a P-5 agenda in issues related to parks and open space, transportation, and access to healthy food.

Spending Plan and Funding Methodology

Funding based on historical expenditures in Investing in Place at \$50,000 and Los Angeles Neighborhood Land Trust at \$70,000 to work with Community Partnerships around transportation and park issues. Estimating five grants to advocacy groups of up to \$100,000 = \$500,000.

No funds will be utilized for capital expenditures.

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	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Legacy Investments			\$806,000		0.00%

Program Summary

This program area represents investments from the 2009-2015 Strategic Plan that are continuing in FY 17-18. Two legacy investments fall within this category:

The FreshWorks Fund is a public/private financing program established by the California Endowment to bring grocery stores, markets, and other forms of healthy food retail and distribution to communities. This investment will end in FY 17-18.

Market Match is California's healthy food incentive program to increase the purchase and consumption of fresh fruit and vegetables. 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. Families receive a dollar for dollar match up to \$10 that can only be spent on fruit and vegetables at the farmers' market. This investment is scheduled to end in FY 17-18.

Spending Plan and Funding Methodology

LEGACY INVESTMENTS = \$806,000 (total)

Estimated amounts remaining in grants to be spent in FY 17-18:

FreshWorks Fund: \$250,000

Market Match: \$556,000

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

Initiative		Investment Category			
Communities - Cross-Strategy Investments		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Capacity Building and Learning	\$136,000		\$3,154,000		2219.11%

Program Summary

The purpose of First 5 LA's capacity building approach is to strengthen the knowledge, skills, and abilities of parents, residents, organizations and institutions to work together to solve collective issues, perform critical functions, and achieve results. Increased capacity facilitates greater parent/resident participation in their community, coordination of services and supports, and improvements to the built environment. The Capacity Building and Learning program area provides resources to enhance knowledge, skills and abilities across the three strategies in the Communities Outcome area.

This program includes four investment areas:

1. Center for the Study of Social Policy (CSSP): Renewal of a 12-month contract with the Center for the Study of Social Policy (CSSP) through June 30, 2018, 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 new regional/local support structures.

2. Capacity Building Consortium: The Consortium 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. managing training and technical assistance pool and facilitating Learning Communities and grantee convening) and provide for a more coordinated and integrated capacity building approach.

3. Training & Technical Assistance Pool: Training and TA Pool is a fund available to Community Partnerships for training and TA beyond the scope of the Center for the Study of Social Policy (CSSP) capacity builders. This pool will be managed by First 5 LA then transitioned to the Capacity Building Consortium when launched.

4. Learning Communities and Other Convening: Costs to provide large-group meetings between and across community partnerships and grantees including learning communities, regional learning communities, grantee learning communities. The planning and coordination of these convenings will be managed by First 5 LA then transitioned to the Capacity Building Consortium when launched.

Spending Plan and Funding Methodology

1. Center for the Study of Social Policy (CSSP): \$2,156,000

Based on historical expenditures, FY16-17 mid-year adjustment, and projected work for FY 17-18. Major cost driver is the provision of 80 hours of capacity building support for each of the 13 Best Start communities and support to Metro LA on an as needed basis.

2. Capacity Building Consortium: \$130,000

Cost calculated at 15% of costs associated with coordinating the Training & Technical Assistance Pool (\$700,000) and Learning Communities/Other Convenings (\$168,000)

3. Training & Technical Assistance Pool: \$700,000

Based on FY16-17 expenditures and Community Partnership training priorities for FY2017-18 beyond scope of CSSP. Estimated at \$50,000 per community x 14 communities

4. Learning Communities and Other Convenings: \$168,000

Based on historical expenditures of approximately \$15,000 per learning community for up to 150 people for costs such as venue, facilitator, child care, transportation, food, translation/interpretation. Estimated 8 convenings (Quarterly Learning Communities and two Best Start Leadership Forums) = \$120,000

Costs also include eight convenings at \$6,000 each for grantees across the three strategies in the Communities Outcome area and includes onboarding and ongoing peer learning = \$48,000

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

Initiative	Investment Category
Communities - Cross-Strategy Investments CSSP was moved from Community Partnerships (\$2,156,000) to reflect centralization of capacity building efforts. Total projected costs assume full operation of capacity building efforts.	2015-2020 Strategic Plan: Focusing for the Future

Initiative		Investment Category			
Communities - Emerging Opportunities		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Emerging Opportunities - Communities Outcome Area			\$480,000		0.00%

Program Summary

Emerging Opportunity resource needs have been identified in all four of the Communities outcome area investments. The proposed purpose for funding is as follows:

Communities Strategy 3 - Built Environment Policy & Advocacy: This program area includes resources for systems-level strategic partnerships and emerging opportunities to support built environment coalitions as well as opportunities to leverage the investments of other funders, County government and municipal investments. As a member of the LA Funders Collaborative, First 5 LA is a partner with other funders that are seeking to catalyze and leverage built environment investments that promote policy and systems change. The intention is to create equitable, healthy, sustainable communities in Los Angeles County. This program area includes resources for opportunities that may emerge from the LA Funders Collaborative as well as from county government and municipalities.

Communities Strategy 2 - Community Resource Networks: These resources align with the second strategy in the Communities Outcome area, which is to convene and strengthen the capacity of ECE and health-related organizations and institutions to improve services and support within Best Start communities. Funding and partnerships with other funders will support organizational capacity building, which will allow First 5 LA to leverage other efforts to advance the coordination of services and supports within Best Start communities.

Communities Strategy 1 - Community Building & Engagement: This community partnerships investment area provides an opportunity to broaden the impact on a larger number of families by fostering connections particularly between parents, residents and organizations that do not formally or consistently participate in the Community Partnerships. An investment in Emerging opportunities and/or partnerships with other funders to support community building and engagement activities, which will allow First 5 LA to leverage other efforts (within First 5 LA parameters).

Communities Cross-Strategy Investments: These emerging opportunity resources will help advance partnerships with other funders and other learning opportunities, which will allow First 5 LA to leverage other capacity building, data and learning efforts.

Spending Plan and Funding Methodology

Resources in support of Communities Strategy 3- Built Environment Policy & Advocacy: \$100,000
 Estimate based on historical expenditures for systems-level strategic partnerships and emerging opportunities to support built environment coalitions as well as opportunities to leverage the investments of other funders, County government and municipal investments.

Resources in support of Communities Strategy 2- Community Resource Networks: Organizational Capacity Building: \$100,000
 Costs based on historical expenditures for strategic partnerships with other funders such as the Full Cost/Real Cost Project.

Resources in support of Communities Strategy 1- Community Building & Engagement: \$80,000
 Funding is allocated to support emerging opportunities and/or partnerships with other funders to support community building and engagement efforts, such as a potential strategic partnership with California Community Foundation for civic engagement activities in Southeast Los Angeles. Projected expenditures are based on anticipated leveraging opportunities between \$25,000 and \$50,000 and to support local innovations in community building and engagement between \$2,500 and \$5,000 within the 14 Best Start Communities.

Resources in support of Communities Cross-Strategy Investments: \$200,000
 Proposed amount is based on anticipated leveraging opportunities such as strategic partnership with Goldhirsh Foundation (LA2050), Central Long Beach Funder Collaborative, and Equity Atlas.

Initiative	Investment Category
Communities - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+20%)	

EARLY CARE & EDUCATION

Early Care and Education

Authorized Positions

Director	1
Senior Program Officer	3
Program Officer	5
Administrative Assistant	1
Total	10

The goal of the Early Care and Education (ECE) Department is to partner with others to make significant and long-lasting contributions to ensuring that all families with children aged 0-5 in LA County have access to high quality, affordable early care and education so that they enter kindergarten reading to succeed in school and life. The ECE Department is responsible for the grantmaking (design, development, implementation) and management of First 5 LA projects that support the early care and education of young children ages 0-5 in Los Angeles County.

The work of the ECE department is organized by the three strategies within the ECE outcome area of the strategic plan: (1) Quality Rating and Improvement Systems (QRIS), (2) Professional Development of the ECE Workforce, and (3) ECE Policy and Advocacy. In FY17-18 the ECE department will be responsible for designing, developing and/or implementing and managing 13 projects in support of the current strategic plan involving an estimated 23 individual existing or anticipated contracts (see Table 1); and 2 legacy projects involving 2 individual contracts.

Programs	Number of Contracts Anticipated in FY 17-18
Bridge Fund (legacy)	1
CDE Certification Grant (pending; receiving funds)	1
Early Childhood Educators Improving Quality (CCALA)	1
ECE Competencies Curriculum Project	1 (estimate)
ECE Credential Advocacy Project (PEACH)	1
ECE Workforce Registry	1
First 5 CA IMPACT (receiving funds)	1
Kindergarten Readiness Assessment	5 (estimate)
Prenatal-5 Core Competencies Project (Zero to Three) (legacy)	1
QRIS Architects Facilitation (Viva Strategy + Communication)	1
QRIS Architects MOUs	7
QRIS Continuous Site Engagement (LAUP)	1
Shared Services Technical Assistance	1
Programs Total = 13	Contract Total = 23

EARLY CARE AND EDUCATION

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	-	-	-	799,340	799,340
Total Employee Benefits	-	-	-	219,625	219,625
Total Personnel Services	-	-	-	1,018,965	1,018,965
General Operating Expenses					
6131	ADP Payroll Charges	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-
6202	Utilities	-	-	-	-
6203	Corporate Insurance	-	-	-	-
6205	Mileage and Parking	-	-	2,400	2,400
6206	Telephones and Modems	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	2,400	2,400
6208	Outside Printing	-	-	-	-
6209	Other Supplies	-	-	-	-
6210	Postage and Delivery	-	-	-	-
6211	Educational Supplies	-	-	-	-
6212	Office Supplies	-	-	1,260	1,260
6214	Subscriptions and Publications	-	-	230	230
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	-	-	-	6,290	6,290
Professional Services					
6502	Audit	-	-	-	-
6504	Legal	-	-	-	-
6507	Professional Dues	-	-	2,100	2,100
6508	First 5 California Association	-	-	-	-
6509	Professional Development	-	-	12,000	12,000
6512	Staff Recruitment	-	-	-	-
6514	Commission Stipends	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-
Total Professional Services	-	-	-	14,100	14,100
Consultant Services					
6601	Consultant Fees	-	-	-	-
6602	Other Professional Fees	-	-	-	-
6603	External Reviewers	-	-	1,500	1,500
Total Consultant Services	-	-	-	1,500	1,500
Travel and Meeting Expenses					
6701	Airfare	-	-	5,780	5,780
6703	Lodging	-	-	6,000	6,000
6704	Conference Registration	-	-	8,500	8,500
6706	Local Meetings	-	-	3,000	3,000
6707	Per Diem	-	-	3,500	3,500
Total Travel and Meeting Expenses	-	-	-	26,780	26,780
Capital Improvements					
6216	Capital Outlay	-	-	-	-
6302	Capital Improvements	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	-	-	-	1,067,635	1,067,635

Initiative		Investment Category			
ECE Strategy 1 - Policy/Advocacy		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
ECE Policy Advocacy Fund	\$3,000,000		\$3,000,000		0.00%

Program Summary

The Board-approved FY 16-17 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. To improve administrative efficiency and allow First 5 LA staff to directly engage with partners and grantees, Community Partners was contracted in the Fall of 2016 as the intermediary to co-design and administer the Fund.

Spending Plan and Funding Methodology

FY 17-18 marks the first full year of contracting with an intermediary and grantees. The Board-approved contract with Community Partners, serving as the intermediary, assumes total annual expenditures of \$3 million per year broken down into the following activities:

1. \$100,000 to cover the intermediary cost of executing and managing contracts. The intermediary will be managing up to eight partnership grants and a series of emerging opportunities grants.
2. \$150,000 to cover the intermediary cost of facilitating grantee meetings and capturing grantee learning.
3. \$250,000 to cover the cost of technical assistance and capacity building activities provided by the intermediary and/or the intermediary's subcontractors.
4. \$500,000 to cover the cost of emerging opportunities grants. The number and size of emerging opportunities grants is not yet determined, and will be assessed by First 5 LA and the intermediary as new funding opportunities aligned with the purpose of the fund emerge.
5. \$2 million to cover the cost of partnership grants. A Request for Qualifications (RFQ) was recently launched to select partnership grantees who will receive up to \$350,000 per year for ECE-related advocacy. The Board-approved intermediary contract assumes that up to eight organizations will receive partnership grants for a total of no more than \$2 million per year.

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

Budget estimates account for payments made to grantees in FY 16-17 that cross fiscal years into the first quarter of FY 17-18.

Initiative	Investment Category
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ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Educare Policy and Advocacy			\$333,000		0.00%

Program Summary

The launch of Educare in Los Angeles County presents an opportunity for First 5 LA to advance public policy and advocacy by utilizing data that demonstrates high-quality early learning education. The goal with this emerging opportunity is to support Educare policy efforts that are aligned with our strategic plan. Additionally, there is an opportunity to utilize Educare data and explore evaluation strategies to demonstrate high quality practices and impact on dual language learners. Staff estimates expenditures of \$1 million over 3 years for this proposed emerging opportunity.

Educare is one of the nation’s most effective early childhood schools serving financially disadvantaged young children birth to five to ensure the best possible chance for success in life. The approach serves as a platform to inform and promote the importance of investing in early education, to leverage public and private investment in early childhood, to raise standards of education quality, and to encourage and engage in policy and systems change over time. Educare schools use a comprehensive program that incorporates research about what young children need to flourish, partners with families, supports the continued learning of teachers and staff and uses data and research to improve schools.

Spending Plan and Funding Methodology

The proposed funding estimate of \$333,000 per year, over 3 years, for this emerging opportunity is based on staff’s experience procuring similar work.

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

Initiative		Investment Category			
ECE Strategy 1 - Policy/Advocacy		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Kindergarten Readiness Assessment	\$475,000		\$714,000		50.31%

Program Summary

A goal of the 2015-2020 Strategic Plan Early Care and Education (ECE) outcome area is to advance a common Kindergarten Readiness Assessment (KRA) that can help inform and drive ECE policy, fiscal, and systems change. In FY 16-17, a Leadership Team comprised of staff from First 5 LA, the LA Chamber of Commerce and Children Now learned about Kindergarten Readiness Assessment efforts both locally and nationally to develop a strategy that would work best in Los Angeles. In FY 17-18, First 5 LA anticipates launching a pilot effort in three diverse school districts of varying sizes, with one district ideally being a region of Los Angeles Unified School District (LAUSD). Additionally, in FY 17-18, First 5 LA anticipates supporting Pasadena and Santa Monica in their efforts to disseminate the findings from their KRA implementation to a variety of stakeholders, as well as support them in engaging their communities to support systems change based on the KRA data. In FY 17-18, we will also assist in the facilitation of a group of early care and education systems change leaders, such as the LA Compact, with the goal of developing support for the implementation of KRA and its' use of data for eventual systems change. Finally, in FY 17-18, we will also convene an exploratory group of school districts to provide them with the opportunity to learn about the KRA efforts in certain districts in Los Angeles County and the potential applicability to their districts.

Spending Plan and Funding Methodology

1. Implementation - Pilot Effort

The funding level budgeted for FY 17-18 is based on costs for KRA implementation from the UCLA Center for Healthier Children, Families and Communities, which implements the Early Development Instrument (EDI). (Applied Survey Research also provided an estimate for the Kindergarten Observation Form (KOF) and Parent Information Form (PIF), which was about \$60,000 more than the estimate provided by UCLA for the KRA. In addition, the KOF and PIF need to be administered within the first 30 days of school starting, which needs to be noted.)

KRA School District Support Liaisons

Based on the information provided by the UCLA Center for Healthier Children, Families and Communities and Applied Survey Research, we have budgeted a .25 FTE School District Support Liaison position for two small – medium sized school districts, such as Pomona and Long Beach Unified, as both districts have expressed interest in piloting a KRA tool. In addition, we would ideally pilot a KRA tool in a larger district, such as Los Angeles Unified School District (LAUSD) South Region, which would necessitate a 1 FTE due to the greater number of schools. Based on LAUSD's salary table, we estimated the annual salary to be \$65,000 for this position, which is a middle grade salary within the table. Thus, .25 FTE is budgeted at \$16,250 per position per district outside of LAUSD, with 2 small-medium sized districts costing \$32,500. LAUSD South has 102 elementary schools, for example, thus, a 1 FTE KRA School District Support Liaison at \$65,000 is required. The overall total is \$97,500 for KRA School District Support Liaisons for 2 districts and the LAUSD South Region.

KRA Teacher Stipends

Based on conversations with the UCLA Center for Healthier Children, Families and Communities teachers will need to attend 60 minutes of training (in-person or online), and then each teacher will spend 6 hours completing the EDI (assuming avg. 25 students). UCLA estimates that this stipend would be \$200-300 per teacher; thus, we have chosen \$250 per teacher, as an average. \$250 per teacher, with approximately 590 teachers across three school districts (LAUSD South Region), amounts to \$147,500.

KRA Data and Technology Support

This \$65,000 flat fee per district (\$195,000 for three school districts) and includes the following, as detailed by the UCLA Center for Healthier Children, Families and Communities:

1. Train the trainer coaching via phone, webinar or in person to Local Lead organization (F5LA) and its local lead communities to assist with recruitment, teacher training and data collection. This includes the provision of all needed

Initiative	Investment Category
<p>ECE Strategy 1 - Policy/Advocacy</p> <p>background materials, guidebooks, tools, and the online EDI data collection portal. At F5LA discretion, UCLA can take the lead with teacher trainings or this role can be shared or imparted to F5LA and/or the local school districts</p> <ol style="list-style-type: none"> 2. Clean and upload Teacher-Student Roster from each Lead Educational Agency (LEA) into the EDI Portal to establish teacher user accounts for EDI data collection 3. Conduct data analysis for EDI collected by teachers 4. Mapping Consultation: Phone and webinar consultation with Local Lead to guide local partners through the process of selecting boundaries and indicators for EDI maps 5. Mapping: Data Preparation - Development of shape files, as needed - Geocoding records - Preparing other census and other related indicators for maps 6. Creation of an EDI map book (pdf) per school district/community. Consists of a core set of 10 standard maps ii along with up to four additional indicator maps chosen by local stakeholders provided the source data is either readily available at the appropriate level of aggregation to UCLA on public access sites or provided to UCLA by a local partner. 7. Excel Table Book and Reference Guide per district/community. Table book contains comprehensive set of aggregated descriptive statistics organized by separate tabs. Reports on distribution by neighborhood of EDI participation rates, EDI results by domain and subdomain and descriptive statistics on key demographic variables. 8. EDI Summary Report (Snapshot) per district/community 9. Child level data file (scored and de-identified) per district/community 10. EDI School Reports for each school that has at least two participating classrooms. 11. Membership in the National TECCS Learning Exchange including conference calls, webinars, TECCS.net materials and access to discussion forums on Group site 12. Facilitate a kickoff meeting with all participating communities to build understanding and support for the EDI effort and gain consensus on a plan for supporting use of data 13. Facilitate an end of year meeting to discuss EDI results and develop dissemination and communication plan 	<p>2015-2020 Strategic Plan: Focusing for the Future</p>

KRA Pilot Facilitation Support

Based on our current Executive Leadership Team work in FY 2016-17, we are anticipating 3 additional leadership meetings in FY 2017-18 at: \$15,000 per meeting for \$45,000 total. These meetings will allow First 5 LA project staff and executives, as well as administrative staff from school districts to collaborate on the planning and implementation of the KRA tool, as well as the data analysis. Additionally, it is critical that First 5 LA engage a sample of educational stakeholders (i.e. teachers, superintendents, etc.) across all three districts in the planning and implementation of the KRA tool, as well as data analysis. The cost for the educator stakeholder convening facilitation is estimated at: \$15,000 per convening for a total of \$60,000 for an estimated 4 meetings. Finally, we anticipate that it will be necessary to continue to outreach to school districts in collaboration with the administrator of the tool, which is estimated at approximately \$3,000 for the year, which is based upon previous estimates of Children Now. All of the work within this domain would be completed by a contractor who would handle all logistical aspects for the meeting, as well as prepare the agenda, facilitate the meeting, take notes, organize meeting activities and debrief with participants afterwards. Total estimated KRA Pilot Facilitation Support cost: \$108,000.

2. Dissemination and Community Engagement Support to Two School Districts

Initial Meetings with Pasadena and Santa Monica Unified

As Pasadena and Santa Monica Unified have already implemented and received data on the EDI, it is necessary to meet with them (superintendents, teachers, etc.) at the beginning of FY 17-18 to understand what efforts would best support them in their dissemination and community engagement efforts regarding EDI. A consultant would facilitate these meetings, with the first meeting serving as a forum to generate initial ideas, and the purpose of the second meeting would be to identify concrete next steps in dissemination and community engagement efforts. No cost would be associated with these meetings beyond the 10 hours per meeting of anticipated facilitation prep, and direct facilitation by a consultant. 20 hours of total facilitation for \$3,000.

Creation of a Report that Details KRA Data and Implications for Systems Change

It is anticipated that Pasadena and Santa Monica will produce a report (approximately 30 pages) that details the data generated from their implementation of the EDI, as well as recommendations for systems level support based on the EDI data. This report will be disseminated to a variety of educational stakeholders, including, but not limited to: local

Initiative	Investment Category
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ECE Strategy 1 - Policy/Advocacy

2015-2020 Strategic Plan:
Focusing for the Future

policymakers, non-profits, city officials and other school districts to generate interest about the power of a KRA tool. While the consultant who manages the tool (such as UCLA in this case) will provide Pasadena and Santa Monica with various reports, they will not provide both districts with a compilation of their data from the EDI, as well as associate recommendations. Thus, a consultant will need to be hired to write this report. It is estimated that this report will take 75 hours at \$150 per hour for a total of: \$11,250.

Copy editing for this report is estimated to take 15 hours, which would total \$1,500.

Graphic design for this report is estimated to take 30 hours at a rate of \$150 per hour for a total of: \$4,500.

It is anticipated that 500 color copies of this report will need to be printed and bound for a total of: \$5,000.

Community Engagement Efforts

The report will be used as a catalyst to generate systems level discussions with policy makers, district level officials, non-profit and community leaders. Thus, it is anticipated that a 'KRA Data and Recommendations' launch will be held in Spring 2018. It is anticipated that this launch will necessitate facility rental for 5 hours (250 seats), breakfast/brunch, and consultant coordination for media support (20 hours), which will amount to an aggregate cost of approximately \$20,000. The anticipated cost break down is itemized below: (1) Venue – (\$2,000); (2) Breakfast at \$15 per person (\$3,750); (3) Materials - (\$10 per report - \$2,500); (4) Name Badges and Table Materials (\$8 per person - \$2,000); (5) Travel/Transportation (\$1,500); (6) Parking (\$15 per person - \$3,750); (7) Media Consultant (\$150 an hour for 20 hours - (\$3,000); (8) Additional consultant costs for logistics, etc. (\$150 an hour for 10 hours - \$1,500).

Additionally, after the kick-off event, it is estimated that there would be a minimum of two town halls that would be facilitated by the consultant, and members of Pasadena and Santa Monica Unified School District to continue to build support for systems' level change based on the KRA Data. The estimated cost for each meeting is \$7,500 or \$15,000 in total. This cost is based upon Children Now's original estimate of approximately \$15,000 per meeting facilitation, and since these meetings are not anticipated to take into account the level of preparation as a facilitation meeting, the cost was reduced by half.

3. KRA Exploratory Group

In an effort to build sustainability and elevate KRA interest, four additional school districts will be invited to join a KRA exploratory group. This group will also consist of members who are in the KRA Pilot Group, as well as members associated with the Santa Monica and Pasadena KRA efforts. There will be one meeting in the fall, one meeting after data collection in March, and a final meeting to discuss the data analysis, as well as lessons learned in the spring. The overall goal of these meetings is for these districts to understand the potential of a KRA tool, and how it can inform their systems' level knowledge. Again, based on estimates from Children Now, it is anticipated that each of these three meetings will cost approximately \$15,000 each, or \$45,000 in total.

4. Early Education Systems Level Change Group

The Early Education Systems Level Change Group would be a cross-sector leadership level group focused on improving school readiness and educational attainment with an equity lens. The intention with this group is that it would not be a new group; rather, we would build upon the work of previous groups, perhaps the LA Compact, to support them in their early education systems change work with a particular focus on KRA. Ideally, this group would include 3 superintendents from each of the three districts that will be piloting the KRA tool, as well as other key educational stakeholders from various agencies including: mental health, social welfare, etc. This group would be charged with integrating the KRA measure within their school districts, but also creating connections with other system support leaders to leverage the data from the KRA assessment in Spring 2018. It is anticipated that there will be four meetings of the Early Education Systems Level Change Group, with each facilitated meeting costing \$15,000 each, or \$60,000 in total.

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

The costs for FY16-17 focused on some local outreach and engagement of school districts and other experts, the

Initiative	Investment Category
<p>ECE Strategy 1 - Policy/Advocacy</p> <p>development of a national scan of key conditions that led to Kindergarten Readiness Assessment adoption, as well as the convening of the KRA Leadership Team and the development of potential scenarios for moving forward a KRA agenda in Los Angeles County. The budget assumptions for FY 17-18 assume the actual piloting of KRA in 3 diverse school districts; as well as the following efforts: (1) Dissemination and Community Engagement Support to Pasadena and Santa Monica Unified School District; (2) A KRA Exploratory Group of Districts who are interested in learning more about KRA implementation from Pasadena and Santa Monica, as well as from those three districts piloting a KRA tool; (3) an Early Education Systems Level Change Group consisting of educational stakeholders from districts and various systems who will set the stage for systems level change based on KRA data analysis.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>

Initiative		Investment Category			
ECE Strategy 2 - QRIS		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Early Childhood Educators Improving Quality (CCALA)	\$300,000		\$745,000		148.33%

Program Summary

As approved by the First 5 LA Commission on June 9, 2016, the focus of this project is to continue delivering quality support services to providers who had been engaged in existing LA County QRIS through the Gateways coaching program that were no longer receiving quality improvement services due to the end of the federal Race to the Top - Early Learning Challenge Grants. It is anticipated that spending in FY 17-18 will be at the level originally expected in FY 16-17. Although it is important to note that in order to maximize the availability of new funding streams for QRIS provided by the California Department of Education, in FY 16-17 the enrollment of providers into this program was delayed.

Spending Plan and Funding Methodology

Costs were calculated based on the FY 16-17 contract which estimated approximately \$600,000 to maintain quality improvement engagement with at least 75 Early Care and Education sites that would otherwise fall out of QRIS after the end of federal funding from the Race to the Top - Early Learning Challenge.

These estimates include:

Personnel Costs

CCALA proposes funding 0.79 FTE at CCALA to support this project. These positions include: executive director, program coordinator, project coordinator, finance manager, HR support, and office manager, for a total of \$65,406.

Contracted Services

CCALA proposes to work with five (5) R&Rs delivering coaching to providers. Each agency will receive an allocation of \$90K, covering one coach, one part-time supervisor, as well as space, equipment, and supplies, for a total estimated cost of \$450,000.

Equipment

This include a computer for the project coordinator at a cost of \$1,540

Printing/Copying

Includes printing of coach training materials, reports, meeting materials, etc. at a cost of \$200

Space

Includes rental costs and utilities at a cost of \$5,670

Telephone

Includes cell phone and office phone at a cost of \$4,140

Postage

Includes mailing costs at \$59

Supplies

Includes training materials for five (5) coaches at \$200 each for a total cost of \$1,000

Mileage and travel

Includes reimbursement costs at \$0.54 for project staff at an estimated total mileage of 482 miles, for a total cost of \$260.

Training Expenses

Includes conducting five trainings, two specifically for coaches. The two coach trainings will cover adult-child interactions (trainer cost of \$250/hour for 8 hours) and CLASS (\$8,500). The additional three trainings will cost approximately \$100 plus \$35 in materials for 90 providers. The total estimated cost for this line item if \$37,230.

Initiative	Investment Category
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ECE Strategy 2 - QRIS

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

Includes staff at the Child Care Resource Center to support evaluation efforts at a total cost of \$28,000, which includes 208 hours of Research Analyst time at \$50/hour, 208 hours of Research Manager time at \$75/hour, and \$2,000 in license fees for database software for a total cost of \$28,000.

Indirect Costs

Based on 10% of contract, excluding subcontractors, equipment, and depreciation expense for a total cost of \$6,495

Other: The grant from the California Department of Education specifies that funds must be used for The CA-QRIS Certification Grant and are limited to the certification of QRIS trainers, observers, assessors, and coaches on a number of QRIS-related tools (\$144,650).

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

Initiative		Investment Category			
ECE Strategy 2 - QRIS		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
QRIS Architects Group and Systems Planning	\$1,085,000		\$1,433,000		32.07%

Program Summary

QRIS Systems Planning involves several different contracts being funded through First 5 CA IMPACT Hub 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 for the Advancement of Early Care and Education (Formerly LAC-Office of Child Care), 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 17-18 represents the TEST phase of the architects model will largely focus on testing out new approaches to QRIS in LA County, with an emphasis on a common data system, a revised incentives model, and the use of the ECE Workforce Registry to assess teacher grants for the QRIS Architects, and costs associated with moving to a common data system.

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 Grants - As part of this systems-building process, First 5 LA is offering a participation grant to each Architect agency fully participating in 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 grant is intended to honor the agency's participation and expenses, not to offset the entire staff cost incurred. The participation grant will support the consistent attendance and participation of two key leadership level staff from each Architect organization at meetings and learning opportunities.

QRIS Database - The Los Angeles County QRIS Architects have identified a high-priority goal of establishing a common QRIS database to facilitate our ability to tell a "countywide story" and ensure that data are being collected in a uniform way, regardless of who is collecting the data.

How funding level was determined:

VIVA Strategy + Communications - \$407,200

The FY 17-18 costs are based on the budget from the executed contract with VIVA Strategy + Communication (February 2016 – June 2018). The estimated budget is \$407,200 for FY 17-18, which includes 2,910 hours of staff time, travel costs, and supplies associated with facilitation of QRIS-related discussions among the LA County QRIS Architects.

Participation Grants – \$208,000 (\$207,900)

In order to partially offset the costs associated with the time and effort commitment of the QRIS Architects, First 5 LA will provide participation grants for each of the 7 entities at the QRIS Architects table. In FY 17-18, each QRIS

Initiative	Investment Category
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ECE Strategy 2 - QRIS

2015-2020 Strategic Plan:
Focusing for the Future

Architect entity will receive a grant of \$29,700. To calculate the grant amount, the following assumption was used: 195 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 grant.

QRIS Database - \$80,000

This is merely an estimate to support the establishment of a common QRIS database for Los Angeles County. Currently, iPinwheel is being used for the QRIS Block Grant, and we are exploring ways to create a single contract with iPinwheel to support all users of the database, regardless of QRIS funding stream. These funds may be used to support a database manager (as needed) to support our partners ability to use and access the data entered into and maintained in said common database.

Travel - \$18,225

Travel costs were estimated with an assumption of 3 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 \$2,025 per person (\$675/in state trip * 3 trips * 9 individuals) per year or \$18,225 total for in state travel.

Early Learning Needs Assessment Tool (ELNAT) - \$4,000

The Early Learning Needs Assessment Tool can create custom or provide prepared reports using data AIR has collected on the supply and demand for early learning and care for young children, including estimates of those eligible for Title V state programs. ELNAT allows users to run reports on ECE by geographic area(s) (e.g., counties, zip codes, or legislative districts), the age of the children, and the year of data in which you are interested. The cost is for an annual license to utilize this tool, which can be used by all First 5 LA staff.

Other Costs - \$716,000

As Data System Administrator for the Los Angeles County Quality Rating and Improvement System (QRIS), LACOE will contract with iPinwheel to provide a database system for use by state- and non-state funded early learning providers. Under the proposed partnership, First 5 LA will share costs with LACOE and provide the staffing required to support the use of the database by our county partners.

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

In contrast to the Learn Phase, which had more travel (and therefore more staff time required), the Test phase is focused on utilizing our learnings and refining the QRIS model in Los Angeles County. Consequently, fewer hours of VIVA's time are projected to be used during this period and travel funds were reduced significantly.

Initiative		Investment Category			
ECE Strategy 2 - QRIS		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
QRIS Continuous Site Engagement (LAUP)	\$16,868,000		\$13,841,070		-17.94%

Program Summary

As was the case in FY16-17, a majority of the project costs in FY17-18 will be spent on the implementation of QRIS in order to meet the First 5 California's Improve and Maximize Programs so All Children Thrive (IMPACT) site targets and match requirement. These activities will focus on assessing and rating the quality of providers, providing quality improvement services, including coaching and training, technical assistance and ratings, as well as providing incentives to support the ongoing quality improvement of sites. In FY 17-18 the Los Angeles Universal Preschool (LAUP) will incorporate aspects of the QRIS Architects' "Test" phase model, specifically the following components: a common countywide QRIS database, an agreed upon incentive structure, and the use of the ECE Workforce Registry to assess teacher and director qualifications. To further advance our organizations' respective strategic plans, LAUP will also continue to 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 remained in the fund balance. LAUP's budget for FY 17-18 will utilize \$13.84 million of those remaining funds, representing a 17.9% reduction over FY 16-17 expenditures. Although LAUP's scope of work will likely remain largely unchanged for the FY 17-18 budget, staff anticipates reduced spending in FY 17-18 (\$13.84 million) due to cost savings, revisions in the QRIS Architects-developed model around honorariums, etc. The remaining fund balance available after June 30, 2018 will depend on spending patterns in FY 16-17 as well as FY 17-18, but can be estimated at \$19.7 million. The contract, as in FY 16-17, 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.

Personnel

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%.

Books and Supplies

Includes general office supplies, resource materials, training materials, etc.

Travel and Meetings

These costs are estimated to include provider trainings, conference fees, community event expenses (policy and advocacy travel expenses parking costs, mileage for all field staff, including coaches, family engagement specialists, program leadership consultants, and community engagement staff.

Equipment

Cost estimates include IT and communications equipment

Contracted Services

Includes costs for fees associated with Quality Service Specialists, Program Support Consultants, Provider Operations Consultants, Database Consultants, and IT Support. These costs also include the use of a grant from the California Department of Education specifies that funds must be used for The CA-QRIS Certification Grant and are limited to the certification of QRIS trainers, observers, assessors, and coaches on a number of QRIS-related tools.

Incentives/Honorariums

Initiative	Investment Category
<p>ECE Strategy 2 - QRIS</p> <p>These costs include honorariums for participating sites' professional development, Tier 4 Block Grants, Tier 5 Block Grants, and workforce participation.</p> <p>Operating Expenses These costs include rent; building parking; maintenance; advertising and promotions; Dues and subscriptions (including media tracking); Printing and Copying; Meeting expenses; Staff Development; Electricity; Storage; Liability Insurance; IT telephone; Printing/Copying Lease; Software and licenses; Payroll Processing Fees; Services and Maintenance; and Postage & Shipping.</p> <p>Indirect Costs Derived from 9.3% of Total Direct Cost</p> <p>Other (\$110,000) The grant from the California Department of Education specifies that funds must be used for The CA-QRIS Certification Grant and are limited to the certification of QRIS trainers, observers, assessors, and coaches on a number of QRIS-related tools.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
<p>Change from Prior Year (if >+-20%)</p>	

Initiative		Investment Category			
ECE Strategy 2 - QRIS		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Shared Services Support	\$350,000		\$200,000		-42.85%

Program Summary

Shared Services Technical Assistance Project:

First 5 LA will continue to support the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County. FY 17-18 will be the second year of the Early Care and Education (ECE) Shared Services Technical Assistance Project. Shared Services is a capacity-building strategy in which organizations can reduce costs, strengthen infrastructure and improve the quality of services by sharing resources. Currently through the Shared Services Technical Assistance Project, First 5 LA supports alliances of ECE providers to share resources. Through the ECE Shared Services Technical Assistance Project, Third Sector New England (fiscal agent for Opportunities Exchange) will strive to 1) increase awareness and understanding of shared services among Los Angeles County ECE providers and 2) build alliances among Los Angeles County ECE providers to maximize limited administrative resources and improve program quality. In FY 17-18, the project will hold information sessions throughout Los Angeles with ECE providers about shared services, provide training and technical assistance to the 2 existing shared service alliances, and launch at least 1 new shared service alliance.

Spending Plan and Funding Methodology

Shared Services Technical Assistance Project:

FY 17-18 represents the second year of a partnership with Opportunities Exchange as a part of the ECE Shared Services Technical Assistance Project. The total FY 17-18 budget is \$200,000. The following activities were taken into account when developing the FY 17-18 budget:

- \$142,905 – Personnel and contracted services to provide shared services training and technical assistance.
- \$7,308 – Office Space for Opportunities Exchange
- \$28,005 – Mileage and travel for Opportunities Exchange staff
- \$21,782 – Other costs including meeting costs and administrative fee to their fiscal agent

Budget assumptions:

- Based on the FY 16-17 budget and anticipated need
- At least 2 current shared service alliances are active

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

The FY 16-17 budget for Shared Services included an additional \$350,000 for the customization, hosting, and maintenance of a shared services website. Due to findings from a more in-depth feasibility analysis conducted by staff, it was concluded that a state funded shared services website would be more cost effective and sustainable. However, given that the stakeholder engagement and feasibility study also found that there is a great deal of interest and need for such a website, staff will continue to find opportunities to encourage our state level partners to consider supporting such an effort.

Initiative		Investment Category			
ECE Strategy 3 - Professional Development		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Early Childhood Education Credential Advocacy Project	\$558,000		\$790,000		41.57%

Program Summary

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 second year of this four year project, PEACH will implement 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. In addition, PEACH will lead an element of the work focused on the integration and alignment of the ECE Competencies in college and university courses. This new component will help strengthen the pathway in higher education system for an ECE Credential.

Spending Plan and Funding Methodology

FY 17-18 represents the second year of a partnership with PEACH as a part of the ECE Outcome area in FIRST 5 LA's 2015-2020 Strategic Plan. The total budget is \$790,000. The following activities were taken into account when developing the FY 17-18 budget:

- \$620,000 - Contracted services to coordinate PEACH collaborative and stipends for ECE faculty from colleges and universities. This includes \$104,000 for the PEACH Consultant to lead the day-today work, \$86,000 for the PEACH Coordinator to manage logistics (collaborative meetings, conference calls, travel, etc.), \$80,000 for a consultant to support the ECE Competencies work and \$350,000 for ECE Faculty stipends.
- \$40,000 - Mileage and travel for PEACH representatives to attend both local and state meetings (i.e. CTC meetings, ECE Advisory Panel, meetings with advocacy groups to plan strategies)
- \$70,000 – Trainings and meetings including convening Los Angeles County colleges, universities and other ECE stakeholders to advocate for ECE Credential.
- \$60,000 – Other costs including equipment, printing/copying, telephone, postage, supplies, evaluation and an administrative fee to their fiscal agent

Budget assumptions:

- Based on the FY 16-17 budget and projections to incorporate the Higher Education Peer Learning Project into the ECE Credential Advocacy Project
- At least 25 community colleges and CSUs would like to participate in the project
- Project will build on the work of PEACH and developed based on past PEACH budgets

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

Since PEACH already is working on strengthening the ECE Competencies in the college and university system, it an efficient strategy to incorporate the Higher Education Peer Learning Project into the ECE Credential Advocacy Project. As a result, the line item for Higher Education Peer Learning Project has been reduced to \$0 and the funding has been incorporated into the ECE Credential budget.

Initiative		Investment Category			
ECE Strategy 3 - Professional Development		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Early Childhood Educator Competencies Curriculum Project	\$220,000		\$220,000		0.00%

Program Summary

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. In FY 17-18, key activities will include researching the California Early Childhood Educator Competencies, developing a learning institute around the ECE Competencies and implementing the institute with a minimum of 20 leadership level ECE stakeholders.

Spending Plan and Funding Methodology

FY 17-18 represents the launch of this new project as a part of the ECE Outcome area in First 5 LA's 2015-2020 Strategic Plan. The FY 17-18 budget is \$220,000. The following activities were taken into account when developing the FY 17-18 budget:

- \$100,000 - Leadership Institute Grantee Personnel/Contractors to develop and launch leadership institute
- \$20,000 - Leadership Institute including space, food, materials, etc.
- \$100,000 - Stipend for ECE Leadership Institute participants budgeted at \$5,000 stipend per leader x 20 ECE leaders

Budget Assumptions:

- Project will launch in February 2018
- Participation of 20 ECE leaders

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

Initiative		Investment Category			
ECE Strategy 3 - Professional Development		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
ECE Workforce Registry	\$627,000		\$650,000		3.66%

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, minimize administrative duplication and expand the Registry use.

Spending Plan and Funding Methodology

Funds will be used to operate the Registry which includes data management, data system development, working with ECE programs and systems to integrate the Registry, outreach to the ECE workforce as well as local and state level coordination and advocacy. The FY 17-18 budget will increase from the previous year in order to accommodate additional staff to assist with Registry operations including outreach, data entry and technical support. The following costs are expected for FY 17-18:

- Labor costs: It is estimated that the project will require 13,000 hours of contractor labor in FY 17-18 at approximately \$50/hr. Cost estimates for this category are based on spending in previous fiscal years. Total = \$650,000.
- Direct costs: CCALA will incur direct costs including travel, printing, postage, database development and refinement. Database development costs include licensing fees (based on the number of users), routine maintenance and upgrades, and expanding/enhancing the features, functionality and reporting. Direct costs are estimated at approximately \$100,000 based on spending in previous fiscal years.

Budget assumptions:

- Based on the FY 16-17 budget and anticipated need
- At least 1,500 new members will be added
- One FTE will be added to perform data entry, user support and outreach
- Staff qualifications will be assessed to support QRIS implementation in LA County

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

Initiative	Investment Category
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ECE - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Emerging Opportunities - ECE Outcome Area			\$100,000		0.00%

Program Summary

Funds are expected to provide support to respond to recommendations and action steps that result from the Los Angeles County Child Care Planning Committee 2017 Needs Assessment. Activities may include research to provide a more in-depth understanding of the findings (for example, the dramatic loss of Family Child Care), the convening of a 0-8 mixed-delivery system taskforce in order to strengthen relationships among the ECE system and the K-12 system, or additional opportunities that arise as a result of the findings.

Spending Plan and Funding Methodology

The funding level was determined based on the assumption that we would fund up to two projects but that our funds would be leveraged with funding from other sources/funders.

Resources will be utilized to support projects that emerge as a result of the findings from the 2017 Child Care Needs Assessment. The projects have not yet been defined but could include additional research to better understand the findings and the underlying causes of some of the trends, convening a taskforce to address alignment and coordination between the early childhood education systems and the K-12 system, as well as additional analysis of the data and dissemination products and events.

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

Initiative	Investment Category
Workforce Development	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
P-5 Workforce Development Core Competencies	\$555,000		\$542,000		-2.34%

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 the project, 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. This is the final year 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 17-18, Zero To Three will spend \$542,000 on the following activities to support the P-5 Cross-Sector Training Program:

- Establish six (6) cross-sector learning communities and facilitate the online trainings
- Analyze preliminary evaluation findings from each P-5 Cross-Sector Learning Community and share results with First5 LA as part of bi-annual report
- Update existing P-3 Alignment Matrix to reflect expanded P-5 Cross-Sector Core Competencies current sector specific competencies and professional standards
- Partner with First 5 LA to develop a summit to convene 50 multidisciplinary professionals and leaders to discuss opportunities for integrating and embedding P-5 Cross-Sector competencies into local, state and national initiatives.
- Develop and submit a sustainability plan

FY 17-18 represents the final year of the project. The projected expenditures are based on project projections, analysis of spending patterns and program monitoring.

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

HEALTH SYSTEMS

HEALTH SYSTEMS

Authorized Positions

Director	1
Senior Program Officers	2
Program Officers	5
Total	8

The Health Systems Department is responsible for the grantmaking including the design, development and implementation of First 5 LA investments that strengthen and improve health related service delivery systems to better support children ages 0 to 5 and their families. The work of the Health Systems department is organized by the 2 strategies within the Health Systems outcome area of the Strategic Plan: (1) Early Identification and Intervention, and (2) Trauma Informed Care. Within these two areas, staff responsibilities include

- Planning, Design and Development and ongoing refinement of strategies, activities and resource requirements for investments including identification of best practices and leveraging opportunities
- Partnership Development, including cultivating and maintaining relationships with key stakeholders to support a shared vision
- Stakeholder Engagement and Management including on-going communication between and among key stakeholders and facilitate relationship building across diverse stakeholders
- Grant and Contract Management including the development of funding mechanisms (i.e RFP/Qs, Solicitations), contract negotiation and execution, contract monitoring and oversight, technical assistance and problem solving as needed and requested
- Learning and Continuous Improvement such as capturing and applying learning (mid-course correction, program refinement) and sharing key learning both internally and externally.
- Integration including aligning, layering and sequencing First 5 LA investments to better support children 0 to 5 and their families

The Health Systems Department also oversees multiple Legacy Investments including 1) Children's Dental Care Program, 2) Children's Visions Program, 3) Information, Resource and Referral (211 LA County) and 4) First Connections- Early Identification and Intervention-Autism and other Developmental Delays.

HEALTH SYSTEMS

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	-	-	-	720,071	720,071
Total Employee Benefits	-	-	-	219,844	219,844
Total Personnel Services	-	-	-	939,915	939,915
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	-	-	-	1,920	1,920
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	-	-	-	1,800	1,800
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	-	-	-	1,200	1,200
6214 Subscriptions and Publications	-	-	-	500	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	-	-	-	5,420	5,420
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	-	-	-	2,000	2,000
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	-	-	-	9,600	9,600
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	-	-	-	11,600	11,600
Consultant Services					
6601 Consultant Fees	-	-	-	-	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	-	-	-	-	-
Travel and Meeting Expenses					
6701 Airfare	-	-	-	5,200	5,200
6703 Lodging	-	-	-	11,000	11,000
6704 Conference Registration	-	-	-	10,000	10,000
6706 Local Meetings	-	-	-	1,000	1,000
6707 Per Diem	-	-	-	4,200	4,200
Total Travel and Meeting Expenses	-	-	-	31,400	31,400
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	-	-	-	988,335	988,335

Initiative		Investment Category			
Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Developmental Screening/Help Me Grow	\$570,000		\$2,518,000		341.75%

Program Summary

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 the following four 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
- 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 17-18 will continue supporting the building out of the HMG-LA infrastructure that began in FY16-17. The initial structure and early design of HMG-LA will result from recommendations developed and supported by the Leadership Council and workgroups. It is anticipated that RFPs and strategic partnerships will be developed in FY 17-18 related to support the work within the four core components.

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. In addition, certain sections were informed by budgets from First 5 LA's EDSI program.

FY 17-18 estimates are based on a 5-year spending projection. Year 1 (FY 15-16) was primarily focused on learning, partnership building, data gathering, and coordinating needed resources. Year 2 (FY16-17) was focused on establishing the HMG-LA Leadership Council and workgroups focused on the 4 Core Components noted in the narrative. The Leadership Council and workgroups are meeting on a regular basis through September 2017 to develop recommendations on the structure and early implementation of HMG-LA. Year 3 (FY17-18) will focus on establishing the Organizing Entity and early HMG-LA implementation. It is anticipated that RFPs and strategic partnerships will be developed in FY 17-18 in response to the Leadership Council and Workgroup recommendations. Year 3 (FY17-18) budget reflects a 9-month timeframe. As First 5 LA moves from a more developmental phase of HMG-LA in FY16-17 to implementation and more concrete activities in FY17-18, the budget will be refined to reflect final Workgroup and Leadership Council recommendations and updated programmatic decisions.

1. HMG-LA Organizing Entity \$255,502

Upon Board approval (summer/fall 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. First 5 LA will continue to explore long-term sustainability as part of the work on the organizing entity.

Initiative	Investment Category
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Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services	2015-2020 Strategic Plan: Focusing for the Future
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2. Early Identification Strategies \$650,000

This section was informed by EDSI's budget for Learning Community work. Specifically the Learning Communities for both health care providers and early care and education providers. Major costs related to the learning communities include technical assistance and training for both groups of providers, as well as staffing (Prevention Coordinator, admin support) to support this effort. Other costs include contracted services with specific groups (e.g. WIC), space, phone, postage, printing, mileage/travel and supplies. Costs could also include partnering with organizations that can support outreach to ECE and other fields that work closely with young children and are focused on early identification and intervention.

3. Centralized Access Point \$353,773

Costs include staffing Services Program Coordinator- 1 FTE, Child Development Care Coordinators- 3 FTE, Administrative Support .5 FTE.

4. Family Navigators \$281,250. Includes 1 FTE Manager, 4.3 FTE Navigators

5. Community Outreach and Social Marketing \$236,832

Includes staffing costs, Communications and Social Marketing .8 FTE, Community Liaison 1 FTE, Administrative Support .45 FTE. Additional costs include a contract for social marketing campaign and early childhood website and resource directory.

6. Family Leadership \$37,500. Coordination and Family Member stipends

7. Interpretation and Translation \$7,500 includes consultant support

8. Program Infrastructure \$10,500. Includes supplies, outreach materials, community outreach hospitality, training hospitality, etc.

9. Database Support \$66,301 Includes administrator (.33 FTE) as well as database development and maintenance.

10. Admin Costs \$146,775

11. Research, Eval and Data Integration \$187,500 includes data pilot effort (ie CHICA), data linkage project, data warehouse

12. Evaluation \$183,750 (5% of total) Evaluation may include gap analysis, scans, development of evaluation plan etc.

13. Consulting Support related to HMG-LA implementation \$100,000

Costs may include facilitation, synthesis and analysis of design/development phase, solicitation writing, technical assistance.

The total proposed FY 17-18 budget of \$2,517,183 is rounded to \$2,518,000.

Change from Prior Year (if >+-20%)
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Initiative		Investment Category			
Health Strategy 2 - Trauma-Informed Care		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Trauma-Informed Care	\$697,000		\$1,350,000		93.68%

Program Summary

In FY 17-18, First 5 LA will continue to bring together County departments, foundations and key stakeholders on an ongoing basis as part of a Trauma-Informed Systems Change Working Group and use the action plan and environmental scan developed in FY 16-17 to inform implementation of strategies across the county. First 5 LA will continue to contribute funds into a pooled fund that will be housed through a third-party fiscal intermediary and will work with other funders to increase contributions to this fund. These funds will cover the costs associated with the working group and implementation of strategies.

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 modeled the same approach and developed an action plan and environmental scan in FY 16-17. The budget estimates reflect similar costs for line items from the statewide effort. F5LA, in partnership with other funders, has 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 implementation phase of the effort, including support for the continued facilitation of a trauma-informed care working group and implementation of the action plan strategies.

1) Trauma-Informed Care Working Group: \$75,000

This amount will be contributed to the pooled fund to support continued facilitation of the county-wide workgroup and implementation plans for the strategies identified in the action plan developed in FY 16-17. Other funders will also be contributing to the pooled fund to support this ongoing work and implementation.

2) Service Delivery System Improvement: \$800,000

This will also support a specific strategy as it relates to improving our county-wide service delivery systems to become more trauma informed. While #1 will be supporting the facilitation of the work, #2 will be to support the actual implementation of one or more county-wide strategies, including advancing local, statewide and national policy related to Trauma-Informed Care.

3) First 5 LA Internal Transformation: \$75,000

These funds will support the internal transformation for First 5 LA to become trauma informed. This can support activities including organizational assessments and staff training.

4) Alignment with other First 5 LA Investments: \$200,000

These funds will support the process of aligning and transforming other First 5 LA investments to be trauma informed. Examples of investments include home visiting programs, community capacity building, and early childhood education programs. Aligning and transforming these investments will likely include assessments, trainings and protocol development.

5) Research & Data Development: \$200,000

These funds will support the costs associated with possibly evaluating First 5 LA's partnership building work and/or service delivery system improvement investments.

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

As First 5 LA moves from a more developmental phase of work for the new trauma-informed strategy to more concrete activities, the budget will need to increase to support the implementation of the county wide work and internal transformation.

Initiative		Investment Category		
Health - Emerging Opportunities		2015-2020 Strategic Plan: Focusing for the Future		
Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance	
Emerging Opportunities - Health Outcome Area		\$250,000	0.00%	

Program Summary

In addition to the external county-wide work, First 5 LA will explore internal and external emerging opportunities that may arise during the FY 17-18 fiscal year which align with the strategic plan desired outcomes and goals. Projects have not yet been identified.

Spending Plan and Funding Methodology

Emerging Opportunities: \$250,000

First 5 LA will continue to monitor the external landscape of opportunities that may emerge during FY 17-18 which align and promote First 5 LA's Health-related goals and desired outcomes.

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

Initiative	Investment Category
Children's Dental Care	Legacy Investments

Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance
Children's Dental Care Program	\$9,013,000	\$7,217,000	-19.92%

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. In the final year of the project, CDCP will focus on completing all program objectives related to 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 17-18, the program will complete these collaboration activities through quarterly meetings focused on program evaluation and sustainability. CDCP is currently scheduled to end in February/March 2018. Some activities of CDCP will continue beyond First 5 LA funding through the Dental Transformation Initiative (DTI). DTI includes both state and federal funds and is a component of the Medi-Cal 2020 waiver that aims to improve dental health for Medi-Cal children.

By the end of the 5-year contract period, CDCP aims to:

- 1) Increase knowledge and behavior change among parents and primary caregivers;
- 2) Increase knowledge and behavior change among community organizations;
- 3) Increase knowledge, skill level and practice change among dental providers;
- 4) Increase access to quality preventive and treatment services provided to children ages 0-5; and
- 5) Improve organizational/delivery systems.

UCLA: expands the 21st Century Dental Home Project model to 10 community clinics to serve as quality dental homes for children 0-5 and pregnant women. The program will provide preventative and treatment services at the clinics, conduct clinical and ECE provider training. The UCLA -Venice Family Clinic Mar Vista which opened in FY 16-17 and received capital funding from the project, will serve as a service-learning site for other clinics and dental students.

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

Funding for CDCP began in March 2013, and FY 17-18 is the final year of implementation. Delivery of services is expected to be completed/ramp down through the close of the program in March 2018. Program costs were estimated based on cost projections submitted by each of the universities as well as 2 programs have Life of Project Contracts (LOPC). Therefore the budgeted FY 16-17 expenditures were subtracted from the total LOPC amounts to determine FY 17-18 budgets. The estimated budget for CDCP projects is lower than prior years due to program year reflecting 8 months of program costs/ramp down as program objectives are met, and is aligned with the 5-year project allocation. Majority of program 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 FY 17-18 will include providing direct services to children, provider training, technical assistance and capacity building.

Estimates for each university are as follows:

UCLA: \$3,114,000

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

Initiative	Investment Category
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Children's Dental Care

Legacy Investments

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

USC: \$3,601,986 (rounded to \$3,602,000)

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: \$500,000

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. In the final year of the project, Western is projected to provide preventative dental care to 7,000 children.

Change from Prior Year (if >+-20%)
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Initiative	Investment Category
Children's Vision Care	Legacy Investments

Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance
Children's Vision Care	\$1,340,000	\$252,000	-81.19%

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 17-18, the project anticipates to screen 2,000 children at \$45.40/child for a total estimate of about \$90,800, rounded up to \$91,000.
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 17-18, the project anticipates to screen 4,900 children at \$32.70/child for a total estimate of \$160,230, rounded up to \$161,000.

Note that the third grantee, Junior Blind of America, ended their project on January 31, 2016. The total FY 17-18 funding level requested for Children's Vision Care is estimated to be approximately \$252,000.

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

The two grantees in the Children's Vision Care Initiative will conclude their projects in FY 2017-18 and exhaust the remaining balance of their allocation. The 81% decrease from the prior year is because UCLA will be screening 2,000 children rather than 23,000, and Vision To Learn will be screening 4,900 children instead of 10,000 children.

Initiative		Investment Category			
Early Identification and Intervention - Autism and Other Developmental Delays		Legacy Investments			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Early Identification and Intervention - Autism and Other Developmental Delays	\$1,013,000		\$884,000		-12.73%

Program Summary

The 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 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. On March 10, 2016 the Commission approved an additional \$1.25 million allocation to fund this program until June 30th 2018 bringing the total approved funding to \$3.75 million.

Spending Plan and Funding Methodology

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.

MAJOR COSTS AND ACTIVITIES SUPPORTED

Personnel costs, screening material, outreach, and training comprise the major expenses for FY 17-18 for the project.

Major FY 17-18 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;
- 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 17-18 activities for each of the community-based agencies include:

Initiative	Investment Category
<p>Early Identification and Intervention - Autism and Other Developmental Delays</p> <ul style="list-style-type: none"> • Initiating and/or continuing developmental screening for infants and toddlers; • Administering 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. <p>To support Sustainability, a Train-the-Trainer approach is being implemented at the agencies, with support from the TA Provider. Additionally, tools will be translated to Chinese – Mandarin, Japanese, Korean and Punjabi.</p>	<p>Legacy Investments</p>
<p>Change from Prior Year (if >+-20%)</p>	

Initiative		Investment Category			
Information Resource and Referral		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance		
211 LA County	\$1,240,000	\$1,240,000	0.00%		

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 total of \$1,240,000 was budgeted for FY 16-17. The remaining \$1,240,000 is budgeted for FY 17-18.

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



ATTACHMENT D:

POLICY & STRATEGY DIVISION

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**DETAIL BY PROGRAM AND
OPERATING COSTS**

POLICY & STRATEGY DIVISION SUMMARY FY 2017-18

		FY 2017-18					Proposed Budget
		Policy & Strategy Division Support	Communications	Community Relations	Public Policy and Government Affairs	Strategic Partnerships	
Personnel Services							
	Total Salaries	349,830	838,750	506,941	732,960	599,990	3,028,471
6102	Social Security	-	244,749	167,189	196,807	208,551	817,296
6104	Medicare	-	-	-	-	-	-
6108	Unemployment Insurance	-	-	-	-	-	-
6110	Health Insurance	-	-	-	-	-	-
6112	Dental Insurance	-	-	-	-	-	-
6114	Vision Insurance	-	-	-	-	-	-
6118	Life Insurance	-	-	-	-	-	-
6119	FlexPro	-	-	-	-	-	-
6121	Deferred Compensation	-	-	-	-	-	-
6125	Employee Assistance Program	-	-	-	-	-	-
6126	Employee Parking	-	-	-	-	-	-
6127	Benefit Stipend	-	-	-	-	-	-
	Total Employee Benefits	78,575	244,749	167,189	196,807	208,551	895,871
	Total Personnel Services	428,405	1,083,499	674,130	929,767	808,541	3,924,342
General Operating Expenses							
6131	ADP Payroll Charges	-	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-	-
6202	Utilities	-	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-	-
6205	Mileage and Parking	800	3,000	4,820	3,500	1,560	13,680
6206	Telephones and Modems	-	-	-	-	-	-
6207	Cell Phones and Mobile Devices	1,200	2,400	3,000	3,000	4,200	13,800
6208	Outside Printing	-	15,500	-	1,500	-	17,000
6209	Other Supplies	-	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-	-
6212	Office Supplies	1,000	5,000	1,000	3,000	1,000	11,000
6214	Subscriptions and Publications	500	1,500	600	1,500	500	4,600
6218	Equipment Rental	-	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-	-
6222	Offsite Storage	-	18,900	-	-	-	18,900
6223	Hardware and Software Maintenance	-	3,000	-	-	-	3,000
6230	Miscellaneous Service Charges	-	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-	-
	Total General Operating Expenses	3,500	49,300	9,420	12,500	7,260	81,980
Professional Services							
6502	Audit	-	-	-	-	-	-
6504	Legal	-	-	-	-	-	-
6507	Professional Dues	1,000	1,252	2,000	-	1,000	5,252
6508	First 5 California Association	-	-	-	-	-	-
6509	Professional Development	13,500	13,000	6,000	10,800	8,400	51,700
6512	Staff Recruitment	-	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-	-
	Total Professional Services	14,500	14,252	8,000	10,800	9,400	56,952
Consultant Services							
6601	Consultant Fees	-	10,000	15,000	-	7,200	32,200
6602	Other Professional Fees	-	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-	-
	Total Consultant Services	-	10,000	15,000	-	7,200	32,200
Travel and Meeting Expenses							
6701	Airfare	11,000	8,500	7,200	30,000	8,000	64,700
6703	Lodging	8,000	9,500	9,000	12,000	8,000	46,500
6704	Conference Registration	2,000	18,000	6,000	7,000	12,000	45,000
6706	Local Meetings	2,000	15,000	4,000	12,500	3,800	37,300
6707	Per Diem	5,500	5,500	2,310	6,500	3,000	22,810
	Total Travel and Meeting Expenses	28,500	56,500	28,510	68,000	34,800	216,310
Capital Improvements							
6216	Capital Outlay	-	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-	-
	Total Capital Improvements	-	-	-	-	-	-
	Total Department Expenses	474,905	1,213,551	735,060	1,021,067	867,201	4,311,784

POLICY & STRATEGY DIVISION SUPPORT

Authorized Positions

Vice President of Policy & Strategy	1
Special Projects Manager	1
Executive Assistant	1
Total	3

The Policy and Strategy Division takes the lead responsibility for building external support for the strategies and objectives in the FY 2015-2020 Strategic Plan in the four outcome areas (Families Support, Communities, Early Care and Education and Health Systems) as well as building external relationships that support broader organization wide goals. The Policy and Strategy Division is focused on building the external support necessary for policy and system changes to improve outcomes for families as exemplified in our goal statement:

The Policy & Strategy Division connects, captivates and catalyzes key partners to help drive policy and transform systems for young children and their families.

The primary functions of the Policy and Strategy Division include:

- Research and develop strategies to broaden the coalition of supporters of young children and their families
- Identify and engage key external partners and stakeholders from philanthropy, business, and higher education who are critical to broader civic support
- Connect with elected officials and policy stakeholders to create and support policies that support young children and their families
- Build public awareness, issue salience and urgency to solve the challenges faced by young children and their families in the four strategic priority areas
- Develop and leverage opportunities to engage parents and community members in our work and elevate their voices in the policy arena
- Collaborate with Programs staff to support and enable their partnerships in service of the Strategic Plan goals
- Prioritize learning questions, working with the Integration & Learning Division to support organization wide learning.

POLICY AND STRATEGY DIVISION

The Policy and Strategy Division is led by the Vice President (VP) of Policy and Strategy and includes four departments to support and enable the Strategic Plan:

- Policy and Government Affairs
- Communications
- Community Relations
- Strategic Partnerships.

Each department is led by a Director that reports to the Vice President of Policy and Strategy.

DR

POLICY & STRATEGY DIVISION SUPPORT

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	-	-	-	349,830	349,830
Total Employee Benefits	-	-	-	78,575	78,575
Total Personnel Services	-	-	-	428,405	428,405
General Operating Expenses					
6131	ADP Payroll Charges	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-
6202	Utilities	-	-	-	-
6203	Corporate Insurance	-	-	-	-
6205	Mileage and Parking	-	-	800	800
6206	Telephones and Modems	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	1,200	1,200
6208	Outside Printing	-	-	-	-
6209	Other Supplies	-	-	-	-
6210	Postage and Delivery	-	-	-	-
6211	Educational Supplies	-	-	-	-
6212	Office Supplies	-	-	1,000	1,000
6214	Subscriptions and Publications	-	-	500	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	-	-	-	3,500	3,500
Professional Services					
6502	Audit	-	-	-	-
6504	Legal	-	-	-	-
6507	Professional Dues	-	-	1,000	1,000
6508	First 5 California Association	-	-	-	-
6509	Professional Development	-	-	13,500	13,500
6512	Staff Recruitment	-	-	-	-
6514	Commission Stipends	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-
Total Professional Services	-	-	-	14,500	14,500
Consultant Services					
6601	Consultant Fees	-	-	-	-
6602	Other Professional Fees	-	-	-	-
6603	External Reviewers	-	-	-	-
Total Consultant Services	-	-	-	-	-
Travel and Meeting Expenses					
6701	Airfare	-	-	11,000	11,000
6703	Lodging	-	-	8,000	8,000
6704	Conference Registration	-	-	2,000	2,000
6706	Local Meetings	-	-	2,000	2,000
6707	Per Diem	-	-	5,500	5,500
Total Travel and Meeting Expenses	-	-	-	28,500	28,500
Capital Improvements					
6216	Capital Outlay	-	-	-	-
6302	Capital Improvements	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	-	-	-	474,905	474,905

COMMUNICATIONS

COMMUNICATIONS

Authorized Positions

Director	1
Communications Manager, Marketing Strategies	1
Communications Manager, Stakeholder Strategies	1
Communications Manager, Strategic Initiatives	1
Webmaster & Digital Content Strategist	1
Graphic Designer	1
Communications Specialist	1
Writer & Editor	2
Administrative Assistant	1
Total	10

Part-Time Event Staff (hourly) 750 hours

The Communications 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 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.

During First 5 LA's organizational transformation, the department's staffing and structure shifted to better match its goals and the evolving needs of First 5 LA's policy and systems change work. These changes also include a change in name of the Department, from "Communications and Marketing" to "Communications" to signal its emphasis on comprehensive communications strategies to connect various audiences and the public to First 5 LA's mission and vision, and convert them into advocates on issues affecting kids aged 0-5 and their families. This approach involves using internal communications, stakeholder communications, marketing strategies and public relations using paid, earned, owned and social media channels of communications.

In addition to the department's Director, who provides strategic direction for the department's activities, the following managers and staff will develop and execute initiatives to advance First 5 LA's programmatic and public policy goals:

Communications Department Strategic Goals

In order to achieve broad and lasting impact for the greatest number of children in Los Angeles County, the Communications 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 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 staff works with the Policy & Strategy Division staff to help manage the annual Conference Grant award process as well as response to requests pursuant to the California Public Records Act.

Part-Time Event Staff Budgeting

Part-time, hourly employees support the Communications Department at public events to staff booths and to distribute information and collateral material. The FY 17-18 budget includes \$12,000 to pay these employees an average of \$16 an hour.

In previous Board-approved budgets (FY14-15 and FY 15-16), the budget authorized the conversions of a Social Media Coordinator, Marketing Event/Project Coordinator and Digital Content Coordinator from temporary positions to a Full Time Employee (FTE) status. As part of First 5 LA's organizational transformation and based upon on the evolving nature of First 5 LA's communications needs, it is proposed that these roles be reverted back to contracted positions funded by the Communications Department's program budget .

Additional temporary support staff will be utilized on as-needed basis to support the Best Start effort's alignment and cross-community projects and high-level communications capacity development for Best Start Community Partnerships. Funding for these positions also is included in the Communications Department's program budget.

Department Roles & Responsibilities

The Communications Department is structured with three main focuses: Marketing Strategies to reach parents and caregivers, Strategic Initiatives to reach the media and the general public, and Stakeholder Strategies to support internal communications and engage stakeholders.

The Marketing Strategies staff is responsible for the creation of digital and visual content and its distribution through a variety of channels and platforms to connect stakeholders to First 5 LA's mission and to advance its programmatic and policy goals. The Marketing Strategies staff also leads the creation of public awareness, public education and public will building campaigns, including the development of messaging and strategic placement plans and provides thought leadership and strategic counsel on how best to connect with various internal and external audiences.

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 Strategic Initiatives staff is responsible for developing and executing communications strategies across varied media channels to advance First 5 LA's programmatic and policy goals. The Strategic Initiatives staff does this by building relationships with media, along with a broad base of advocates, supporters and organizations aligned with First 5 LA's mission to complement and amplify its messages in traditional, digital and social media. This staff also works collaboratively within the Communication Department and with staff throughout

First 5 LA's departments and workgroups, to develop and execute communications projects.

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, opinion-editorials 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 education 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, opinion-editorials and other external messaging efforts.

The Stakeholder Strategies staff is responsible for driving internal communications and employee engagement by developing and disseminating messages aligned with First 5 LA's strategic priorities and goals. The Stakeholder Strategies staff also works collaboratively, both within the Communications Department and with staff throughout the agency's departments and workgroups, to develop and execute communications projects. This staff also is responsible for building and maintaining relationships with First 5 LA's external stakeholders to drive coordinated communications campaigns and leverage opportunities to amplify First 5 LA's brand.

- Developing and managing internal communications programs, ensuring consistency and accuracy, to drive employee engagement and build communications capacity within First 5 LA
- Managing the writing process of opinion-editorials, presentations, talking points and speeches for First 5 LA leadership, and providing quality assurance for the publication of First 5 LA research, findings and reports
- Conducting research and interviews for blogs and digital news articles
- Working with the Integration & Learning Division to mentor other First 5 LA staff to learn, grow and contribute

These responsibilities 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. The

Stakeholder Strategies staff's work will include the support of cross-community projects and high-level communications capacity development and coordination of partners and grantees, including:

- Supporting the Best Start effort by providing strategic consultation and limited technical assistance to Communications Capacity Builders, Workgroups and professionals affiliated with the Long Term Support Structure and the Capacity Building Consortium;
- Building communications capacity for First 5 LA Program Officers in all departments
- Support ongoing communications activities for the Communities and Community Relations departments, and for the Best Start effort.
- 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.

COMMUNICATIONS

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	1,252,554	1,252,554	1,017,798	838,750	(413,804)
Total Employee Benefits	374,021	374,021	255,851	244,749	(129,272)
Total Personnel Services	1,626,575	1,626,575	1,273,649	1,083,499	(543,076)
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	4,800	4,800	4,031	3,000	(1,800)
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	3,000	3,000	1,500	2,400	(600)
6208 Outside Printing	15,500	15,500	5,093	15,500	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	4,000	4,000	4,943	5,000	1,000
6214 Subscriptions and Publications	1,500	1,500	910	1,500	-
6218 Equipment Rental	-	-	-	-	-
6220 Building Repairs and Maintenance	-	-	-	-	-
6221 Equipment Repairs and Maintenance	-	-	-	-	-
6222 Offsite Storage	6,000	6,000	5,250	18,900	12,900
6223 Hardware and Software Maintenance	600	600	1,125	3,000	2,400
6230 Miscellaneous Service Charges	-	-	-	-	-
6231 Miscellaneous/Contingency	-	-	-	-	-
Total General Operating Expenses	35,400	35,400	22,852	49,300	13,900
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	1,252	1,252	1,550	1,252	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	7,000	7,000	2,784	13,000	6,000
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	8,252	8,252	4,334	14,252	6,000
Consultant Services					
6601 Consultant Fees	-	-	-	10,000	10,000
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	-	-	-	10,000	10,000
Travel and Meeting Expenses					
6701 Airfare	8,500	8,500	7,342	8,500	-
6703 Lodging	9,500	9,500	8,114	9,500	-
6704 Conference Registration	20,000	20,000	8,222	18,000	(2,000)
6706 Local Meetings	5,000	5,000	1,785	15,000	10,000
6707 Per Diem	5,500	5,500	2,860	5,500	-
Total Travel and Meeting Expenses	48,500	48,500	28,323	56,500	8,000
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	1,718,727	1,718,727	1,329,158	1,213,551	(505,176)

Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Communications & Marketing	\$5,345,000		\$6,044,000		13.07%

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. Communications also is a strategic enabler of First 5 LA’s policy and systems change work.

During FY 17-18, the Communications Department will continue developing and implementing 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, and support First 5 LA’s policy and systems change strategies.

The proposed budget request includes funds for communications 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 that was in the "Communities Strategy 1” area of the FY 16-17 budget has been shifted to the Communications budget. This includes funding for strategic communications and marketing support specific to the Best Start effort (\$600,000). The communications capacity building and community-specific marketing for Best Start Community Partnerships remains in the "Communities Strategy 1” area of the FY 17-18 budget.

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

Spending Plan and Funding Methodology

The FY 17-18 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 the 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) \$2,850,000 GENERAL MARKETING AND COMMUNICATIONS SUPPORT FOR FIRST 5 LA PROGRAMS, EFFORTS, AND INITIATIVES:
 During FY 17-18, the Communications 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 \$1,450,000 for strategic communications and marketing services to build First 5 LA’s brand, engage decision makers, elevate awareness and urgency and support internal communications, along with communications support and coordination for County agency efforts aligned with First 5 LA’s goals, \$600,000 for public awareness campaign development, research and testing, implementation, and content development and distribution supporting the Families Outcome Strategy 1, \$350,000 for editorial, translation, video production, website updates and other content creation support services, \$250,000 to support qualitative and quantitative research of parents and other stakeholders’ attitudes toward issues affecting kids 0-5, \$200,000 to support communications coordination and capacity building of First 5 LA grantees.

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:
Focusing for the Future

First 5 LA's current agency of record is Ogilvy Public Relations, an advertising, marketing and public relations agency with offices throughout the state, including Los Angeles. The primary cost component is personnel.

Ogilvy Public Relations leads several mission-critical communications initiatives to enable First 5 LA's policy and systems change work including: brand positioning, support to engage decision makers, coordination of communications efforts with local and County-level agencies and partners, internal communications support, public education campaign development and execution, social media and digital content strategy, message development, and strategic communications advice and technical assistance to the Policy & Strategy Division staff.

Estimated spending is based on historical expenditures along with scope of work estimates for activities planned in FY 17-18.

2) \$750,000 - STRATEGIC MARKETING TO SUPPORT FIRST 5 LA FAMILY STRENGTHENING PUBLIC EDUCATION 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 to support First 5 LA's Family Strengthening Public Education Campaigns.

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 plan to expand our advertising placements in trade publications, social media, and other digital channels.

3) \$200,000 STRATEGIC PARTNERSHIPS TO ENGAGE DECISION MAKERS ON EARLY CARE AND EDUCATION:

This funding will continue a strategic partnership to 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 Public Policy and Government Affairs Department. The Los Angeles Preschool Advocacy Initiative (LAPAI) Coalition communications effort is a 2-year, \$1,000,000 program. First 5 LA funded \$200,000 in FY 16-17. The allocation of \$200,000 in FY 17-18 would conclude our funding commitment of this project.

4) \$222,000 STRATEGIC PARTNERSHIPS TO ENGAGE DECISION MAKERS ON EARLY CHILD DEVELOPMENT

This funding will continue 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 Public Policy and Government 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.

The strategic partnerships are funded across three years. In FY 17-18, year 2, the partnerships will be funded as follows:

- The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics: \$125,000 (2nd of 3 years)
- The USC Annenberg Center for Health Journalism's Children's Health Matters Blog: \$60,500 (2nd of 3 years)
- The USC Annenberg Center for Health Journalism National Health Journalism Fellowship: \$36,000 (2nd of 3 years)

5) \$697,000 STRATEGIC PARTNERSHIPS TO ADVANCE THE FAMILIES OUTCOME AREA:

Funds will be used for strategic sponsorship materials, advertising and communications platform support for "Talking is Teaching: Talk, Read, Sing" as well as for the exploration of other digital platforms. This amount is based on FY 16

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:
Focusing for the Future

-17 spending for these strategic partnerships, approved by the Board in 2016. First 5 LA plans to increase the number of mothers reached in FY 17-18 to 11,500, increasing the total projected cost of materials to \$196,650. Advertising and content integration on Univision is expected to continue in FY 17-18, with the addition of advertising for Talking is Teaching in Welcome Baby hospitals. Funding for this Strategic Partnership in FY 17-18 includes: \$196,650 for Talking in Teaching materials, \$300,000 for advertising, content placement and Public Service Announcements (PSAs) on Univision, and \$100,000 in advertising for Talking in Teaching in Welcome Baby hospitals. Additionally, \$100,000 will be used for a text messaging program for parents of preschoolers designed to help them prepare their children for kindergarten.

6) \$125,000 STRATEGIC PARTNERSHIP WITH THE FIRST 5 ASSOCIATION FOR COORDINATED COMMUNICATIONS EFFORTS

This funding would support a strategic partnership with the First 5 Association of California to coordinate strategic communications initiatives between First 5 LA, First 5 California, the First 5 Association and other First 5 County-level Commissions to elevate awareness or early childhood development issues statewide, in order to engage decision makers and support First 5 LA and the Association's advocacy efforts.

7) \$200,000 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 \$200,000 continues spending that was originally slated for FY16-17 and 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.

8) \$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. First 5 LA has historically supported these events and activities hosted by key partners in order to advance its policy and system change goals.

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. Based on event sponsorship expenditures in FY 16-17, the cost for each event varies depending on size and scope, ranging from \$5,000 to \$25,000 for sponsorship, with additional costs for First 5 LA-hosted events. Assuming an average contribution of \$10,000 per event, this budget would allow First 5 LA to support up to 25 events in FY 17-18.

9) \$600,000 COMMUNICATIONS SUPPORT FOR COMMUNITIES DEPARTMENT PROGRAMS AND EFFORTS:

In FY16-17, this Board-approved funding was included as part of the Communities – Cross Strategies Investment budget. This funding is shifting to the Communications Department in FY17-18 and will be used to support the Communities Department's programs and efforts, including the Best Start effort, with communications, marketing and internal communications support, and the production of collateral materials, promotional items, digital and video content production, social media ad placements, event and conference sponsorships, and consultants and temporary staff to support and execute cross-community communications efforts.

10) \$150,000 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 estimates of \$22,000 to increase the distribution, and an additional \$40,000 on collateral materials used at multiple events to help engage with our audience. In FY 17-18, the Communications Department will seek to expand the

Initiative	Investment Category
Communications & Marketing 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.	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+-20%)	

Initiative		Investment Category			
Communications - Conference Funding		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Conference Funding	\$300,000		\$300,000		0.00%

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 L.A. County.

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

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

Spending Plan and Funding Methodology

The submission and review of applications, and the awarding of grants, will continue with the same process and based on the same funding parameters as in FY 16-17. The timeline for the application process is the following, with each grant period awarding up to \$100,000:

- April 2017: Open application submission period to fund conferences/events for the period of July 1 – December 31, 2017
- October 2018: Open application submission period to fund conferences/events for the period of January 1 – June 30, 2018

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	Investment Category
Communications - Conference Funding	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+20%)	

COMMUNITY RELATIONS

COMMUNITY RELATIONS

Authorized Positions

Director	1
Place-Based Manager	1
Broader Community Relations Manager	1
Community Relations Officer	2

Total **5**

The Community Relations Department promotes awareness and understanding of First 5 LA and its strategic goals throughout Los Angeles County. The Department is responsible for the facilitation of relationships (civic/community organizations, municipalities, school districts, parent/resident leaders) in support of shared goals and provides analysis for potential leveraging and partnership opportunities. The Community Relations Department will support and maintain strong partnerships with the leadership of the 14 Best Start Communities.

The Community Relations Department is a new Department and aligned to support the work of First 5 LA organization-wide as outlined in the 2015-2020 Strategic Plan, such as First 5 LA's Community Advisory Council and the Best Start Transition Team. As a new Department, Community Relations will also focus its efforts on building Department infrastructure including setting up systems and processes for purposes of work flow management, social impact and organizational learning.

Community Relations Department activities include:

- **Overseeing the development, implementation and management of First 5 LA's Community Advisory Council.** The purpose of the Community Advisory Council is to provide opportunities for parent leaders engaged with First 5 LA investments to share their insights and community perspectives with First 5 LA as it implements the components of the 2015-2020 Strategic Plan (and future First 5 LA strategic plans). The Community Advisory Council will also serve as a platform for key LA county systems to engage with community members in order to inform the county's emerging work.
- **Managing the Best Start Transition Team.** Designing and facilitating a forum for community input and discussions regarding Best Start's alignment and transition to a new structure. The Department will identify and communicate issues related to community member's concerns and work with

the staff of the Communities Department to develop and implement effective communication approaches.

- **Facilitating relationship building and partnership opportunities for Best Start leadership.** These leadership opportunities and ongoing leadership development allows Best Start members to influence and inform county-wide policy and systems change.
- **Building and maintaining relationships with local municipalities, school districts and civic organizations.** These relationships, especially those organizations outside of the early care and education sphere, enhance First 5 LA's ability to drive and leverage its resources to have greater impact in its four focus areas.

The staff of the Community Relations Department will represent First 5 LA in community meetings, activities, events and collaboratives. The Community Relations Department will connect and coordinate relationships and partnership opportunities with appropriate First 5 LA leadership, divisions and staff.

COMMUNITY RELATIONS

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	-	-	-	506,941	506,941
Total Employee Benefits	-	-	-	167,189	167,189
Total Personnel Services	-	-	-	674,130	674,130
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	-	-	-	4,820	4,820
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	-	-	-	3,000	3,000
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	-	-	-	1,000	1,000
6214 Subscriptions and Publications	-	-	-	600	600
6218 Equipment Rental	-	-	-	-	-
6220 Building Repairs and Maintenance	-	-	-	-	-
6221 Equipment Repairs and Maintenance	-	-	-	-	-
6222 Offsite Storage	-	-	-	-	-
6223 Hardware and Software Maintenance	-	-	-	-	-
6230 Miscellaneous Service Charges	-	-	-	-	-
6231 Miscellaneous/Contingency	-	-	-	-	-
Total General Operating Expenses	-	-	-	9,420	9,420
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	-	-	-	2,000	2,000
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	-	-	-	6,000	6,000
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	-	-	-	8,000	8,000
Consultant Services					
6601 Consultant Fees	-	-	-	15,000	15,000
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	-	-	-	15,000	15,000
Travel and Meeting Expenses					
6701 Airfare	-	-	-	7,200	7,200
6703 Lodging	-	-	-	9,000	9,000
6704 Conference Registration	-	-	-	6,000	6,000
6706 Local Meetings	-	-	-	4,000	4,000
6707 Per Diem	-	-	-	2,310	2,310
Total Travel and Meeting Expenses	-	-	-	28,510	28,510
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	-	-	-	735,060	735,060

Initiative		Investment Category			
Communities Strategy 1 - Community Leadership & Collaboration		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Community Advisory Council			\$186,000		0.00%

Program Summary

For the last three 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 the Best Start Transition Team to provide insight, experience and feedback for a long-term support structure for the Best Start Community Partnerships.

Resources for FY 17-18 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 and implementation of a Community Advisory Council that will include representatives from the 14 Best Start Community Partnerships. Implementation includes training for parents and residents from across the Best Start Community Partnerships who will participate in the Community Advisory Council.

Spending Plan and Funding Methodology

Total projected costs for the Community Advisory Council is \$186,000 (rounded up from \$185,400). Community Relations is a new department and did not have a previous budget.

Community Advisory Council: \$186,000 (rounded up from \$185,400)

- Three-day Community Advisory Council Orientation Program: \$73,700
 - Contractor (Facilitator/Trainer): 2 contractors x \$150 per hour x 30 hours per month x 5 months = \$45,000
 - Contractor (Logistics: e.g., transportation, child care, food interpretation, etc.): \$7,000 per day x 3 days = \$21,000
 - Venue: \$500
 - Food: \$2,300
 - Transportation: \$2,000
 - Child Care: \$900
 - Translation: \$1,000
 - Audio/Visual: \$300
 - Training Materials (includes translation) = \$3,500
 - Learning and Supports: \$50 per person x 28 participants x 3 days = \$4,200
- Community Advisory Council: \$111,700
 - Contractor (Facilitator/Trainer): 2 contractors x \$150 per hour x 20 hours per meeting (including planning and prep) x 8 meetings = \$48,000
 - Contractor (Logistics: e.g., child care, food, transportation, translation, venue, etc.): \$52,500
 - Two quarterly meeting x \$7,000 per meeting = \$14,000
 - Two quarterly trainings for Participants/community membership x \$7,000 per meeting = \$14,000
 - Two quarterly orientations/trainings for First 5 LA leadership x \$250 = \$500
 - Two quarterly meetings for three committees x \$4,000 per meeting = \$24,000
 - Learning and Supports: \$50 per person x 28 participants x 8 days = \$11,200

Total Programmatic: \$186,000 (rounded up from \$185,400)

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

Budget for the Community Advisory Council for FY 16-17 was \$180,000. In FY 16-17, Community Advisory Council costs were included in the Best Start Communities Department, Communities Strategy 1 – Shared Vision and Collective Action initiative under the Community Engagement program.

Initiative		Investment Category			
Communities Strategy 1 - Community Leadership & Collaboration		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Transition Team			\$105,000		0.00%

Program Summary

Community Relations will provide support to the Communities Department in the transition of Best Start Communities and its Community Partnerships from its current state into a sustainable vehicle for community and systems change, and, developing and driving the implementation of a broad-based, inclusive effort to improve outcomes for children and families in their respective communities. Specifically, Community Relations will lead the organization, facilitation and evaluation of the Best Start Transition Team (“Transition Team”) during this transition period.

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.

The Transition Team consists of parent/community representatives from each of the 14 Best Start Community Partnerships who will inform and provide expertise on the Best Start alignment. This effort is part of a larger process First 5 LA has created to convene key stakeholders in order to gather information, elicit technical input, ideas and advice to First 5 LA on the design, associated costs, and transition to an approach that strengthens the infrastructure of the Best Start Community Partnerships and Strategy 1 of the Communities Outcome Area. The Transition Team meets on a monthly basis with First 5 LA staff.

Spending Plan and Funding Methodology

Total projected cost is \$105,000 (rounded from \$104,400) which includes costs associated with the Transition Team. In FY 16-17, Transition Team cost were estimated at \$12,000 for 6 meetings. In FY 17-18, meeting costs without materials is currently estimated at \$7,700 per month. Additional funds to cover Transition Team meetings costs will be drawn from the Communities Strategy 1 infrastructure support program.

Transition Team Meetings: \$105,000 (rounded from \$104,400)

1. Monthly Transition Team Meetings

- Contractor (Logistical Support – Jane Penaflor) = Communications budget
- Meeting Logistics: \$7,700
 - Venue: \$500
 - Food: \$1,100
 - Transportation: \$3,200
 - Child Care: \$300
 - Interpretation: \$1,700
 - * Bilingual: \$900
 - * ASL: \$800
 - Audio/Visual: \$500
 - Notetaking: \$400
 - * Notetaking (CSSP provides)
 - * Translation of Notes: \$400
- Meeting Materials: \$1,000
 - Design: Communications
 - Translation of Materials: Communications
 - Supplies: \$500
 - Printing: Communications
 - Off-site Printing: \$500

\$8,700 x 12 meetings = \$105,000 (rounded from \$104,400)

Total Programmatic: \$105,000 (rounded from \$104,400)

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+-20%)	

In FY 16-17, Transition Team costs were embedded within the Best Start Communities Department, Communities Strategy 1 – Shared Vision and Collective Action initiative under the Community Partnerships program.

PUBLIC POLICY & GOVERNMENT AFFAIRS

PUBLIC POLICY AND GOVERNMENT AFFAIRS

Authorized Positions

Director	1
Senior Policy Strategist	2
Policy Analyst/Strategist	2
Senior Government Affairs Strategist	1
Government Affairs Specialist/Strategist	1
Local Policy Specialist	1
Department Coordinator	1
Total	9

The Public Policy and Government Affairs Department (Policy Department) coordinates and supports advocacy strategies to advance First 5 LA's mission. The Policy Department's core activities include monitoring public policies relevant to First 5 LA's strategic plan, developing policy proposals, creating advocacy campaigns, advancing legislative agendas, supporting coalitions, establishing strong relationships with government decision-makers, and working across divisions to support First 5 LA's adoption of a strong policy and systems change framework. The Policy Department manages contracts and relationships with advocacy partners to enhance First 5 LA's advocacy strategies, and supports the coordination of statewide public policy and government affairs activities with the First 5 Association and First 5 California.

During First 5 LA's organizational transformation, the department's staffing and structure shifted to meet the needs of First 5 LA's work. In addition to the department's Director, who provides strategic direction for the department's activities, the following managers and staff will develop and execute initiatives to advance First 5 LA's public policy goals:

- Senior Policy Strategists for Early Care and Education and Health Systems/Family Support will lead a team of Policy Analysts and Strategists to monitor the public policy landscape relevant to First 5 LA's strategic plan goals, develop policy proposals in partnership with First 5 LA's program staff, and create advocacy campaigns to move policy issues. The policy teams will execute contracts with consultants and other advocacy partners to support advocacy initiatives, and coordinate policy activities like policy briefings and coalition meetings.
- A Senior Government Affairs Strategist, in partnership with a Government Affairs Strategist/Specialist, will develop strong relationships with public policymakers at the state and federal levels on behalf of First 5 LA, and coordinate contracts with state and federal advocates to represent First 5

LA's interests in Sacramento and Washington DC. The Government Affairs team will develop systems to monitor and promote policymaker relationship development, develop annual legislative agendas, monitor legislative activity, and highlight opportunities for policy and program staff to engage with policymakers to advance First 5 LA's policy agenda. The Government Affairs team will also coordinate with other First 5 LA staff that work closely with government officials, and represent First 5 LA on various legislative committees.

- A Local Policy Specialist will proactively monitor county-level activity and communicate opportunities for First 5 LA staff to engage with county partners to advance priority program, system, and policy goals. In addition, the specialist will monitor municipal government activity related to First 5 LA's policy priorities, and support the Community Relations and Communities departments connection to local policy and government affairs opportunities.
- A Department Coordinator will provide direct support the Director, coordinate general administrative functions for the Policy Department, and support the development and execution of activities which support department-wide initiatives including the coordination of contracts, invoicing, financial reporting, and other department operations.

PUBLIC POLICY AND GOVERNMENT AFFAIRS

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	861,920	861,920	495,959	732,960	(128,960)
Total Employee Benefits	253,214	253,214	158,159	196,807	(56,407)
Total Personnel Services	1,115,134	1,115,134	654,118	929,767	(185,367)
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	3,500	3,500	1,370	3,500	-
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	3,000	3,000	1,800	3,000	-
6208 Outside Printing	750	750	1,273	1,500	750
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	250	250	-	-	(250)
6212 Office Supplies	3,500	3,500	838	3,000	(500)
6214 Subscriptions and Publications	2,500	2,500	198	1,500	(1,000)
6218 Equipment Rental	-	-	-	-	-
6220 Building Repairs and Maintenance	-	-	-	-	-
6221 Equipment Repairs and Maintenance	-	-	-	-	-
6222 Offsite Storage	-	-	-	-	-
6223 Hardware and Software Maintenance	-	-	-	-	-
6230 Miscellaneous Service Charges	-	-	-	-	-
6231 Miscellaneous/Contingency	-	-	-	-	-
Total General Operating Expenses	13,500	13,500	5,479	12,500	(1,000)
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	2,000	2,000	-	-	(2,000)
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	8,000	8,000	-	10,800	2,800
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	10,000	10,000	-	10,800	800
Consultant Services					
6601 Consultant Fees	-	-	-	-	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	-	-	-	-	-
Travel and Meeting Expenses					
6701 Airfare	20,000	20,000	14,048	30,000	10,000
6703 Lodging	7,000	7,000	2,581	12,000	5,000
6704 Conference Registration	7,000	7,000	2,686	7,000	-
6706 Local Meetings	10,000	10,000	7,843	12,500	2,500
6707 Per Diem	4,000	4,000	3,011	6,500	2,500
Total Travel and Meeting Expenses	48,000	48,000	30,169	68,000	20,000
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	1,186,634	1,186,634	689,766	1,021,067	(165,567)

Initiative	Investment Category
Policy Advocacy Fund	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Policy Advocacy Fund - II	\$850,000		\$197,000		-76.82%

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). Three Cycle II grantees will remain in FY 17-18. All remaining grants will end within the fiscal year.

Spending Plan and Funding Methodology

In FY 17-18 there will be three 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 remaining grantees, the budget estimate was developed by calculating their remaining available funds and subtracting their estimated expenditures through the end of FY 16-17 (\$179,000). As in previous years, a 10% contingency (\$18,000) was added to account for lower-than-expected funding in the current fiscal year, which grantees could spend in FY 17-18.

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

In FY 16-17, five Policy Advocacy Fund Cycle II grantees remained with two ending in February 2017. Three grantees remain in FY 17-18, with all contracts ending by March 2018.

Initiative	Investment Category
Policy Advocacy Fund	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	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. In addition, the consultant will provide new First 5 LA staff with technical assistance, coaching, and support as the initiative closes, and will produce final reports, presentations, and articles to capture learning from the initiative which can be disseminated internally and externally.

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, and will provide support to new First 5 LA staff leading 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 and First 5 LA staff TA - \$150/hr x 250 hrs = rounded up to \$38,000

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

Initiative		Investment Category			
Policy Agenda/Advocacy		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Federal Policy and Sustainability Advocate	\$127,000		\$130,000		2.36%

Program Summary

The federal advocate supports First 5 LA priority policy and sustainability issues, aligned with First 5 LA's strategic plan, and provides support to the First 5 Association and First 5 California in advancing a coordinated First 5 national policy agenda. 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 conducted a competitive procurement process in FY 16-17 to select its current federal advocate, The Raben Group. The agreement provides for a \$10,000 monthly retainer-based contract and \$10,000 in travel costs for a total of \$130,000.

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 \$10,000 are estimated to include 3-6 trips between DC and LA/Sacramento/San Francisco for up to 2 individuals per trip.

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

Initiative		Investment Category			
Policy Agenda/Advocacy		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	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 17-18 is based on \$26,000 per month, which is the same rate utilized in FY 16-17. 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 16-17 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.

CalStrat's contract was renewed in March 2017 through November 2017. Staff will execute a new competitive application process to re-procure a state advocate, and expects funding levels to remain constant through FY 17-18, though staff will make budget adjustments to reflect new contracts and negotiated funding levels to accomplish the work.

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

Initiative		Investment Category			
Policy Agenda/Advocacy		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Strategic Plan Advocacy Strategies	\$1,405,000		\$2,250,000		60.14%

Program Summary

First 5 LA invests in key activities to support its policy goals related to family support, health systems, early care and education, and community engagement. Among other activities, work in this area includes policy technical assistance, advocacy initiatives, coalition support, statewide First 5 Association activities, research and briefings, and advocacy partnership development.

Spending Plan and Funding Methodology

The proposed FY 17-18 budget includes costs related to the following activities:

- (1) Strategic Plan Policy and Advocacy Campaigns and Technical Assistance (\$800,000) - First 5 LA currently has a contract with Children Now (\$350,000) to facilitate the state home visiting coalition and provide state-level home visiting policy TA, provide staff support to the state ECE Budget Coalition, and support activities related to the LA County Early Care and Education School District Engagement Coalition. This contract expires in 2020, and is expected to be renewed for FY 17-18. In addition to the Policy Department's contract with Children Now, staff expects to execute contracts with additional advocacy organizations to advance strategic plan priorities related to ECE, Family Support, and Home Visiting. Examples of past funding include \$25,000 to support Fight Crime Invest in Kids state advocacy work related to home visiting and \$75,000 to support the Advancement Project's work on local school district engagement. Examples of future funding opportunities include expansion of state and local ECE coalitions, and support for non-traditional advocacy partners to execute advocacy projects related to ECE, family support, and health systems. In addition, the Policy Department will continue to fund the TA contract for the LA County Home Visiting Consortium. Though the Family Support Department will execute and fund all future contracts, the existing TA contract executed in late FY 16-17 ending in FY 17-18 will be funded by the Policy Department.
- (2) First 5 Association Policy and Advocacy Support (\$350,000) - The Policy Department provides significant support to the First 5 Association to ensure a coordinated, proactive statewide policy and legislative agenda. Activities supported from Policy Department contributions to the Association include funding for dedicated Association policy staff, development of First 5 advocacy materials, execution of reports and polls related to First 5 policy priorities, sponsorship of First 5 Advocacy Day and the semi-annual First 5 staff summit, and partnerships with consultants and advisors to enhance the Association's policy work. Association-led policy work is expected to increase in FY 17-18, and contributions made by First 5 LA are leveraged by funds from other local First 5 Commissions.
- (3) Staff Development, Technical Assistance, and Training (\$200,000) - In FY 14-15 the Policy Department contracted with Alliance for Justice (AFJ) to provide limited staff advocacy training opportunities; in FY 15-16 and 16-17 the department contracted with Barbara Masters Consulting to provide policy and systems trainings to all staff (\$70,000 annually), and to provide additional TA to division leadership. In FY 17-18, the department expects to expand its contract with Barbara Masters Consulting, engage other consultants like Leah Ersoylu who currently provides technical assistance to policy grantees via the Policy Advocacy Fund (\$113,000 per year), and additional groups like AFJ to ensure all staff receive the TA and training necessary to adopt a policy and systems change approach to their work. In addition, the department will likely need to engage additional experts to ensure Policy staff comply with advocacy rules and regulations, and maximize First 5 LA's capacity to execute effective advocacy strategies. Assuming First 5 LA's blended rate of \$150/hour, this budget would allow staff to enter into a new contract with Barbara Masters for at least \$70,000 per year and execute new contracts for up to 866 additional consultant hours (\$129,900, rounded to \$130,000).
- (4) Policymaker Education and Policy Events (\$400,000) - 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

Initiative	Investment Category
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Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future
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Rendon. The cost for each event varies depending on size and scope, ranging from \$5,000 to \$25,000 for sponsorship with additional costs for First 5 LA-hosted events. Assuming an average contribution of \$12,500 per event, this budget would allow First 5 LA to host and support up to 32 events in FY 17-18. It would also allow the Policy Department to continue to support critical policymaker education projects like the LA Delegation ECE advocacy project (\$75,000) which supported advocacy partner capacity to meet with elected officials and highlight early education needs.

(5) Alternative Funding Opportunities (\$500,000) - in order to effectively influence county and state resource allocation, assess advocacy priorities, and build effective partnerships with 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 significantly 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 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.

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

A number of activities planned to launch in FY 16-17 were delayed due to organizational alignment and staff capacity, which resulted in a mid-year budget reduction of \$470,000. In addition, the department's signature investment - the Policy Advocacy Fund - is ramping down and will end in the third quarter of FY 17-18. Staff time will be redirected to support new and emerging projects that will be funded from this initiative. Finally, the Policy Department expects to hire up to five new staff in FY 17-18 and is already working with partners to develop projects which will help significantly advance First 5 LA's policy priorities.
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STRATEGIC PARTNERSHIPS

STRATEGIC PARTNERSHIPS

Authorized Positions

Director, Strategic Partnerships	1
Manager, Strategic Partnerships	3
Specialists, Strategic Partnerships	2
Administrative Assistant	1
Total	7

Strategic Partnerships is the organization's leader responsible for developing and catalyzing organization-wide relationships and partnerships in the arenas of philanthropy, business, and higher education that contribute to the advancement of First 5 LA's Strategic Plan outcomes, and advance the mission of improving 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 Strategic Partnerships Department follows the organization's overarching goal in partnerships, believing that working with others who share our aspirations for young children will maximize every child's success in life.

The Strategic Partnerships Department will focus support on internal support and learning, organizational capacity building efforts, existing and emerging funder collaboratives, and cross-sector convenings, all with the explicit purpose of leveraging resources in service to the policy and systems change goals noted in our 2015-2020 Strategic Plan.

Strategic Partnerships Department activities include the following roles:

The Director of Strategic Partnerships serves as the department leader with management and supervision of department staff. The Director strategically and proactively identifies organization wide partnerships to strengthen and further First 5 LA's Strategic Plan outcomes. The Director collaborates within the Policy & Strategy Division, external partners, and all First 5 LA staff to leverage resources and promote First 5 LA's public policy agenda and systems change work.

The three Manager, Strategic Partnerships roles serve as a member of the Department's senior strategy team in developing and executing an organization-

wide partnership strategy that contributes to the advancement of First 5 LA's Strategic Plan outcomes. Each Manager is responsible for the strategic development of partnerships that includes catalyzing, building, and maintaining relationships with leaders in the arenas of Philanthropy, Business, or Higher Education. The Strategic Partnerships Manager promotes First 5 LA's Strategic Plan priorities in network and collaborative forums with other potential partnership leaders, communicates linkages with First 5 LA goals and vision, and identifies program staff needs to building external relationships to support the work of program outcome workgroups.

The Strategic Partnerships Specialist is responsible for the support of the Department in its execution of an organization-wide strategy that advances First 5 LA's Strategic Plan outcomes. The Specialist focuses on the identification, assessment, and monitoring of existing and potential partner relations, and the identification and creation of partnership strategies aligned to First 5 LA's strategic plan mission and goals. When appropriate, the Specialist will represent First 5 LA with leaders and collaborators within their respective arena of philanthropy, business, or higher education.

The Administrative Assistant will provide direct support to the Director and coordinate general administrative functions for the Strategic Partnerships Department. The Administrative Assistant will also ensure that the Department complies with First 5 LA operational procedures. In addition this Administrative Assistant position provides equal support to the Community Relations Director and Department.

Activities implemented through the Strategic Partnerships 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.

STRATEGIC PARTNERSHIPS

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	-	-	-	599,990	599,990
Total Employee Benefits	-	-	-	208,551	208,551
Total Personnel Services	-	-	-	808,541	808,541
General Operating Expenses					
6131	ADP Payroll Charges	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-
6202	Utilities	-	-	-	-
6203	Corporate Insurance	-	-	-	-
6205	Mileage and Parking	-	-	1,560	1,560
6206	Telephones and Modems	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	4,200	4,200
6208	Outside Printing	-	-	-	-
6209	Other Supplies	-	-	-	-
6210	Postage and Delivery	-	-	-	-
6211	Educational Supplies	-	-	-	-
6212	Office Supplies	-	-	1,000	1,000
6214	Subscriptions and Publications	-	-	500	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	-	-	-	7,260	7,260
Professional Services					
6502	Audit	-	-	-	-
6504	Legal	-	-	-	-
6507	Professional Dues	-	-	1,000	1,000
6508	First 5 Californai Association	-	-	-	-
6509	Professional Development	-	-	8,400	8,400
6512	Staff Recruitment	-	-	-	-
6514	Commission Stipends	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-
Total Professional Services	-	-	-	9,400	9,400
Consultant Services					
6601	Consultant Fees	-	-	7,200	7,200
6602	Other Professional Fees	-	-	-	-
6603	External Reviewers	-	-	-	-
Total Consultant Services	-	-	-	7,200	7,200
Travel and Meeting Expenses					
6701	Airfare	-	-	8,000	8,000
6703	Lodging	-	-	8,000	8,000
6704	Conference Registration	-	-	12,000	12,000
6706	Local Meetings	-	-	3,800	3,800
6707	Per Diem	-	-	3,000	3,000
Total Travel and Meeting Expenses	-	-	-	34,800	34,800
Capital Improvements					
6216	Capital Outlay	-	-	-	-
6302	Capital Improvements	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	-	-	-	867,201	867,201

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Emerging Funder Collaboratives	\$75,000		\$450,000		500.00%

Program Summary

This fund supports organization-wide efforts to develop and catalyze relationships and partnerships in the arenas of philanthropy, business, and higher education that contribute to the advancement of First 5 LA's Strategic Plan. Efforts will include engaging stakeholders that have a shared strategic value to First 5 LA at the local, state, and national levels. In addition, there will be a focused support on internal support and learning, organizational capacity building efforts, existing and emerging funder collaboratives, and cross-sector convenings, all with the explicit purpose of leveraging resources in service to the policy and systems change goals noted in our 2015-2020 Strategic Plan.

First 5 LA will continue to identify, participate in, and provide membership support for cross-cutting funder collaboratives whose goals and activities are aligned with the 2015-2020 Strategic Plan. 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."

This expense was included in FY 16-17, under Resource Mobilization (Strategic Partnerships Department), in support of the Strategic Plan's emphasis of leveraging funder partnerships to advance policy and systems change. Funds are included in FY 17-18 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities as they emerge throughout the year.

Spending Plan and Funding Methodology

Budget is based on First 5 LA providing up to \$450,000 (\$150,000/sector x 3 sectors) in support of funder collaboratives that First 5 LA would join or establish in the philanthropic, higher education and business sectors, which are the explicit focus of the new Strategic Partnerships Department. Specific partnership opportunities and level of investment will be determined throughout the fiscal year. Prior experience in joining funder collaboratives have ranged from \$15,000 to \$25,000 annually. Establishing new collaboratives are estimated to be \$50,000 up to \$100,000 annually depending on the level of engagement within the sector.

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

Funds are new; budgeted to support the agency's role in cultivating, supporting and participating in cross-sector partnerships including business, philanthropy and higher education.

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
LA Diversity Equity & Inclusion (DEI) Funder Group			\$15,000		0.00%

Program Summary

First 5 LA will support and participate in a new funder collaborative focused on issues of diversity equity and inclusion, as the funder group's goals align with First 5 LA's 2015-2020 Strategic Plan Priority Communities Outcome Area and Investment Strategies. This funder group is in early stages of development.

Spending Plan and Funding Methodology

This funder group is in development. Funding level of \$15,000 consistent with membership support provided by First 5 LA to other collaboratives, such as Southern California Grantmakers. Funds are included in FY 17-18 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities as they emerge throughout the year.

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

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
LA Funders Collaborative			\$15,000		0.00%

Program Summary

First 5 LA will continue to support and participate in the LA Funder Collaborative, as goals of the collaborative are broadly aligned with First 5 LA's 2015-2020 Strategic Plan Communities Outcome Areas and Investment Strategies. The LA Funders Collaborative is a multi-sector collaborative which aims to leverage opportunities being catalyzed by recent landmark transportation and environmental policies to create equitable, healthy, and sustainable communities in LA County. The collaborative is committed to ensuring that these public investments benefit all Angelenos, particularly traditionally underserved people and communities through collaboration, investments, grantmaking and convening.

Spending Plan and Funding Methodology

Funding level of \$15,000 consistent with membership support provided by First 5 LA to other collaboratives, such as Southern California Grantmakers. Funds are included in FY 17-18 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities as they emerge throughout the year.

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

In FY 16-17, \$15,000 in support funds were budgeted under Resource Mobilization-Funder Partnerships and incorporated into the Funder Collaboratives program.

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
LA-N-Sync	\$0		\$15,000		0.00%

Program Summary

First 5 LA will continue to support and participate in the LA-N-Sync funder collaborative, as goals of LA-N-Sync are broadly aligned with First 5 LA's 2015-2020 Strategic Plan Priority 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.

Spending Plan and Funding Methodology

Funding level of \$15,000 consistent with membership support provided by F5LA to other collaboratives, such as Southern California Grantmakers. Funds are included in FY 17-18 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities as they emerge throughout the year.

In FY 16-17, \$15,000 in support funds were budgeted under Resource Mobilization-Funder Partnerships and incorporated into the Funder Collaboratives program.

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

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Los Angeles Area Chamber of Commerce			\$40,000		0.00%

Program Summary

First 5 LA will increase its level of support and engagement in the LA Compact, an initiative of the LA Area Chamber of Commerce, and Chamber activities that are aligned with the goals of the 2015-2020 Strategic Plan. A partnership with the Chamber provides First 5 LA staff opportunities to network with business, higher education and civic leaders, and to collaborate on policy and systems-change efforts.

Spending Plan and Funding Methodology

Funds are included in FY 17-18 to ensure staff have the ability to participate in Chamber-sponsored opportunities as they emerge throughout the year. Sponsoring targeted Chamber events will provide First 5 LA a high level of visibility and the opportunity to elevate the importance of early childhood among Chamber members and other key influencers and policymakers.

This year, the budget includes; \$2,000 in funds for annual membership dues, \$23,000 for event sponsorship, and \$15,000 in general operating support to ensure the Chamber has the capacity to provide consistent programming and support to all First 5 LA staff and Chamber members who are interested in education and workforce issues. General Operating Support is consistent with contributions made by other peer funding organizations.

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

In FY 16-17, support funds were budgeted under Policy, and support funds for Conference funding was previously budgeted under Communications & Marketing. General Operating Support is a new expense.

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Los Angeles Partnership for Early Childhood Investment	\$0		\$15,000		0.00%

Program Summary

First 5 LA will continue to support and participate in the LA Partnership for Early Childhood Investment funder collaborative, as goals of The Partnership are closely aligned with First 5 LA's 2015-2020 Strategic Plan Priority Outcome Areas and Investment Strategies. The Partnership, representing public, private and individual funders as well as businesses, works to maximize members' resources by investing in and promoting innovations that advance policy and systems change to benefit LA County children, age 0-5. Funds are included in FY 17-18 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities as they emerge throughout the year.

Spending Plan and Funding Methodology

Funding level of \$15,000 consistent with membership support provided by First 5 LA to other collaboratives, such as Southern California Grantmakers.

In FY 16-17, \$15,000 in support funds were budgeted under Resource Mobilization-Funder Partnerships and incorporated into the Funder Collaboratives program.

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

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Southern California Grantmakers	\$0		\$110,000		0.00%

Program Summary

First 5 LA will continue to support and participate in the Southern California Grantmakers, which is the regional association for philanthropists and grantmakers. SCG provides First 5 LA staff opportunities to network, improve their grantmaking, participate in professional development and funder affinity groups, and collaborate on policy and systems-change efforts. Southern California Grantmakers members include family foundations, private independent foundations, community and public foundations, corporate foundations and corporate giving programs, individuals, and government agencies.

Furthermore, the Southern California Grantmakers will support First 5 LA by serving as the fiscal agent for a partnership funding. First 5 LA has been engaged in supporting the work of the Office of Child Protection (OCP) and the County/philanthropic efforts of the Center for Strategic Public Private Partnerships (CSPPP). To date, the support has included active participation in County meetings and workgroups, coordination and facilitation of meetings between County officials and providers, particularly those involving community leaders and parent groups. In-kind support has also been provided via staff resources as subject matter experts and writers, as well as staff leaders moving forward significant projects like the drafting of the County's prevention plan for the OCP.

In addition to these efforts, First 5 LA has a unique opportunity to partner with other philanthropic leaders across the County to pool our resources in support of CSPPP as it implements the emerging work of the OCP. The CSPPP is finding innovative ways to connect County investments with those funded by philanthropy so that they can improve the integration of these resources thus augmenting the collective impact and benefit to young kids and families.

Spending Plan and Funding Methodology

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.

Conference sponsorship support is based on prior year's investment level of \$10,000 per conference event x 2 events.

General Operating Support is consistent with contributions made by other peer funding organizations.

First 5 LA is entering into a two-year partnership with Southern California Grantmakers (SCG), at \$25,000 per year, to serve as the fiscal agent while First 5 LA leverages other philanthropic funding to further the support of the Center for Strategic Public Private Partnerships (CSPPP). The First 5 LA funding will be pooled with funding from over 12 other private funders to enable the coordination of efforts across multiple funders in support of LA County's emerging work under the direction of the Office of Child Protection's (OCP) CSPPP.

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

In FY 16-17, \$15,000 in support funds were budgeted under Resource Mobilization-Funder Partnerships and incorporated into the Funder Collaboratives program, and \$20,000 in Conference funding was previously budgeted under Communications & Marketing. General Operating Support is a new expense.

Initiative	Investment Category
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Strategic Partnerships - Grantmaking Memberships	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Grantmaking Memberships			\$42,000		0.00%

Program Summary

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. Grantmaking Organizations offer a place to learn and engage with potential partners in an effort to build partnerships that support First5 LA's strategic plan as well as our programmatic and policy goals. As a result, the following Grantmaking Membership Organizations have been identified as critical partnerships to support our work across the organization:

Emerging Practitioners in Philanthropy (EPIP) - EPIP is a national network of foundation professionals and social entrepreneurs who strive for excellence in the practice of philanthropy. EPIP exists to ensure that emerging foundation professionals are effective stewards of philanthropic resources and all social entrepreneurs reach their potential as leaders. The annual membership rate \$8,000.

Funder Affinity Groups - Funds are budgeted to cover First 5 LA's organizational membership to local funder affinity groups, such as Asian Americans/Pacific Islanders in Philanthropy (AAPIP), Hispanics in Philanthropy (HIP), Funders for Lesbian, Gay, Bi-sexual, Transgender and Questioning (LGBTQ) Issues, and Southern California Blacks in Philanthropy (SCBIP). These affinity groups are dedicated to increasing charitable investments for underserved communities and to providing networking and professional development opportunities for funders to advance change. The budget is based on average membership fees of \$1,500 per membership, previously paid to local funder AAPIP affinity group, and assumes First 5 LA will support up to 4 affinity groups, at this level. The annual membership fees for 4 Funder Affinity Groups is \$6,000.

Grant Managers Network (GMN) - GMN is an association of philanthropy professionals working to advance the knowledge, skills, and abilities of grants management professionals and lead grantmakers to adopt and incorporate effective practices that benefit the philanthropic community. The annual membership fee is \$8,000.

Grantmakers for Education (GFE) - GFE is a network of education grantmakers dedicated to improving educational outcomes and increasing opportunities for all learners. The annual membership fee is \$8,000.

Grantmakers for Effective Organizations (GEO) - GEO is a diverse community of grantmakers working to reshape the way philanthropy operates, promoting strategies and practices that contribute to grantee success. The annual amount is \$1,000.

Grantmakers in Health(GIH) - GIH is an educational organization dedicated to helping foundations and corporate giving programs improve the health of all people. The annual membership rate is \$11,000.

Spending Plan and Funding Methodology

The annual membership rates are determined by the membership organization rate structure, depending on an organizations assets and/or total budget.

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

Initiative	Investment Category
Strategic Partnerships - Organizational Capacity Building	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Organizational Capacity Building	\$125,000		\$200,000		60.00%

Program Summary

First 5 LA will partner with public/private grantmaking organizations to support groups of nonprofit organizations not exclusively funded by First 5 LA to ensure there is sufficient capacity in LA County’s nonprofit sector to advance the overall goals and objectives of the Strategic Plan. This funding is specifically linked to organizational capacity building criteria #3 and is responsive to emerging opportunities and requires flexibility in the decision making process.

Spending Plan and Funding Methodology

This estimate is based on prior First 5 LA nonprofit capacity building activities that have supported work across the organization and are done in partnership with other funders. Activities range between \$25,000 to \$75,000 per partnership. Specific partnership opportunities and associated costs are to be determined as opportunities are identified throughout the fiscal year.

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

In FY 16-17, \$125,000 in support funds were budgeted under Resource Mobilization-Organizational Capacity Building.

Initiative	Investment Category
Strategic Partnerships - Partnership Development	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Consulting	\$75,000		\$150,000		100.00%

Program Summary

Resources are budgeted for consultants to support emerging First 5 LA staff needs which may include identifying and facilitating introductions with new and unlikely partners, performing scans/surveys to identify potential partnership opportunities, planning and facilitating cross-sector meetings, and providing technical expertise for innovative approaches to partnership related to the agency's focus on the philanthropic, higher education, and business sectors and relationship management.

Spending Plan and Funding Methodology

Consulting costs are estimated based on previous consulting fees for similar activities and anticipated needs (up to 1,000 hours at \$150/hour) to support the exploration of emerging and 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 16-17, \$150,000 in support funds for Consulting were budgeted under Resource Mobilization-Project Development.

Initiative	Investment Category
Strategic Partnerships - Partnership Development	Legacy Investments

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Convenings	\$50,000		\$100,000		100.00%

Program Summary

Resources are budgeted to support convenings of cross-sector stakeholders representing the philanthropic, higher education, and business sectors to advance First 5 LA's policy agenda and strategy implementation across the four 2015-2020 priority Outcome Areas. Actual convenings will be designed (and budgets determined) as needs and opportunities are identified by F5LA staff and external partners.

Spending Plan and Funding Methodology

Based on the costs of other funder convenings, FY 17-18 funds will support four cross-sector convenings at a cost of \$25,000 each, which covers food, space, materials and speaker/facilitation costs. 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 16-17, \$100,000 in support funds for Convenings were budgeted under Resource Mobilization-Project Development.



ATTACHMENT E:

INTEGRATION & LEARNING DIVISION – DETAIL BY PROGRAM AND OPERATING COSTS

INTEGRATION & LEARNING DIVISION SUMMARY FY 2017-18

		FY 2017-18			
		Integration & Learning Div Support	Integration & Learning	Measurement, Learning & Evaluation	Proposed Budget
Personnel Services					
	Total Salaries	419,811	503,101	582,363	1,505,275
	Total Employee Benefits	94,874	128,021	164,266	387,161
	Total Personnel Services	514,685	631,122	746,629	1,892,436
General Operating Expenses					
6131	ADP Payroll Charges	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-
6202	Utilities	-	-	-	-
6203	Corporate Insurance	-	-	-	-
6205	Mileage and Parking	750	900	1,000	2,650
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	3,000	700	1,200	4,900
6214	Subscriptions and Publications	1,000	500	1,500	3,000
6218	Equipment Rental	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-
6222	Offsite Storage	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-
	Total General Operating Expenses	4,750	2,100	4,300	11,150
Professional Services					
6502	Audit	-	-	-	-
6504	Legal	-	-	-	-
6507	Professional Dues	1,000	1,500	1,500	4,000
6508	First 5 California Association	-	-	-	-
6509	Professional Development	10,000	8,400	7,200	25,600
6512	Staff Recruitment	-	-	-	-
6514	Commission Stipends	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-
	Total Professional Services	11,000	9,900	8,700	29,600
Consultant Services					
6601	Consultant Fees	150,000	130,000	75,000	355,000
6602	Other Professional Fees	-	-	-	-
6603	External Reviewers	-	-	-	-
	Total Consultant Services	150,000	130,000	75,000	355,000
Travel and Meeting Expenses					
6701	Airfare	5,000	5,500	4,500	15,000
6703	Lodging	3,000	7,000	6,000	16,000
6704	Conference Registration	7,500	10,100	14,300	31,900
6706	Local Meetings	2,000	4,000	4,000	10,000
6707	Per Diem	3,000	4,000	3,420	10,420
	Total Travel and Meeting Expenses	20,500	30,600	32,220	83,320
Capital Improvements					
6216	Capital Outlay	-	-	-	-
6302	Capital Improvements	-	-	-	-
	Total Capital Improvements	-	-	-	-
	Total Department Expenses	700,935	803,722	866,849	2,371,506

INTEGRATION & LEARNING DIVISION SUPPORT

Authorized Positions

Vice President of Integration & Learning	1
Knowledge Management Manager	1
Information & Data Analytics Specialist	1
Executive Assistant / Division Coordinator	1
Total	4

The Integration and Learning (I & L) Division is responsible for First 5 LA's ongoing transformation to a more intentional organizational learning culture that facilitates knowledge capture and sharing to support the implementation of the 2015-2020 Strategic Plan. The Division is responsible for four key functions:

- provide guidance on research and evaluation practices, performance measurement methods, and robust data analytics – all tools to help First5 LA quantify its impact and make data-informed course corrections. This includes the prioritization of research studies and data development projects that build knowledge to advance system change and policies improve family and child outcomes
- develop and implement a cross functional portfolio review of new grants, initiatives, and programs to support robust due diligence in the recommendation of new work
- develop and implement an organizational-wide approach to creating learning agendas that clarify learning priorities for initiatives and programs
- develop and implement an organization-wide knowledge management strategy and system for capturing information that staff can use to inform how they work and assess what is working

The I & L Division plays a supportive role to the work across the organization by enabling the use of data, evidence, research, structured reflection, and evaluation to inform how First 5 LA implements the strategic plan as well as how it measures its progress towards outcomes. The I & L Division is comprised of two departments: Measurement, Learning, and Evaluation department and the Integration and Learning department. The key functions are distributed across the two departments; a high level of collaboration within the Division is expected in order to maximize collective strengths and encourage collaborative work across the entire organization. The knowledge management function is staffed at the Division-level which means that two positions (Knowledge Management Manager and Information & Data Analytics Specialist) are included in the division-wide operating budget.

INTEGRATION & LEARNING DIVISION SUPPORT

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	-	-	-	419,811	419,811
Total Employee Benefits	-	-	-	94,874	94,874
Total Personnel Services	-	-	-	514,685	514,685
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	-	-	-	750	750
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	-	-	-	3,000	3,000
6214 Subscriptions and Publications	-	-	-	1,000	1,000
6218 Equipment Rental	-	-	-	-	-
6220 Building Repairs and Maintenance	-	-	-	-	-
6221 Equipment Repairs and Maintenance	-	-	-	-	-
6222 Offsite Storage	-	-	-	-	-
6223 Hardware and Software Maintenance	-	-	-	-	-
6230 Miscellaneous Service Charges	-	-	-	-	-
6231 Miscellaneous/Contingency	-	-	-	-	-
Total General Operating Expenses	-	-	-	4,750	4,750
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	-	-	-	1,000	1,000
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	-	-	-	10,000	10,000
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	-	-	-	11,000	11,000
Consultant Services					
6601 Consultant Fees	-	-	-	150,000	150,000
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	-	-	-	150,000	150,000
Travel and Meeting Expenses					
6701 Airfare	-	-	-	5,000	5,000
6703 Lodging	-	-	-	3,000	3,000
6704 Conference Registration	-	-	-	7,500	7,500
6706 Local Meetings	-	-	-	2,000	2,000
6707 Per Diem	-	-	-	3,000	3,000
Total Travel and Meeting Expenses	-	-	-	20,500	20,500
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	-	-	-	700,935	700,935

INTEGRATION & LEARNING

INTEGRATION & LEARNING

Authorized Positions

Director	1
Managers	3
Specialists	2
Administrative Assistant	1
Total	7

The Integration and Learning (I&L) Department is responsible for providing the infrastructure, tools and processes to support the creation and maintenance of First 5 LA's learning culture. Providing support across the organization, the I&L Department collaborates with other staff to promote a culture of learning and continuous improvement. This includes co-developing learning agendas with key stakeholders and developing technical assistance strategies. Another key task is sharing lessons and insights to build an internal capacity for systematically using data and knowledge to make decisions in the service of better outcomes for children and families. The I&L Department is responsible for staying abreast of established and cutting-edge trends and innovations within the fields of early childhood, philanthropy, and knowledge management to share and adapt internally as appropriate.

I&L will develop, implement and monitor processes that encourage active integration of work streams across the four outcome areas outlined within First 5 LA's 2015-20 Strategic Plan as well as its various business processes. The I&L team is responsible for creating the organization-wide process for initiation of all new investments (i.e., grants, partnerships, contracts, etc.) and leading a diverse set of internal stakeholders that will review and propose recommendations for new work to be elevated for approval from the executive team. Guidelines for initiating new work will be developed and monitored by the Department to ensure new work moves expeditiously through an efficient but thorough review and approval process, focusing on high quality, timeliness and consistent due diligence.

Additionally, the I & L Department will shepherd the existing expiring initiatives process to capture and share lessons learned that can help staff modify strategies and support the Board's decision making.

The I&L Department is responsible for co-developing a process for First 5 LA staff to provide updates to the Board on the progress made towards outcomes of the 2015-20 Strategic Plan. I&L also provides guidance and support for the successful execution of projects and initiatives that require cross-departmental collaboration and intentional integration in order to maximize effective organization-wide implementation.

INTEGRATION & LEARNING

		Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	-	-	-	503,101	503,101
	Total Employee Benefits	-	-	-	128,021	128,021
	Total Personnel Services	-	-	-	631,122	631,122
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	-	-	-	900	900
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	-	-	-	700	700
6214	Subscriptions and Publications	-	-	-	500	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	-	-	-	2,100	2,100
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	-	-	-	1,500	1,500
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	-	-	-	8,400	8,400
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	-	-	-	9,900	9,900
Consultant Services						
6601	Consultant Fees	-	-	-	130,000	130,000
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	-	-	-	130,000	130,000
Travel and Meeting Expenses						
6701	Airfare	-	-	-	5,500	5,500
6703	Lodging	-	-	-	7,000	7,000
6704	Conference Registration	-	-	-	10,100	10,100
6706	Local Meetings	-	-	-	4,000	4,000
6707	Per Diem	-	-	-	4,000	4,000
	Total Travel and Meeting Expenses	-	-	-	30,600	30,600
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	-	-	-	-	-
	Total Department Expenses	-	-	-	803,722	803,722

Initiative	Investment Category
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Communities of Practice

2015-2020 Strategic Plan:
Focusing for the Future

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
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External Partner Learning

\$6,000

0.00%

Program Summary

The External Partner Learning sessions will allow First 5 LA to establish a network of learning organizations, as well as philanthropic organizations, that come together on a quarterly basis to share lessons learned and promising practices with one another. These learning sessions allow First 5 LA to intentionally practice reflecting and sharing with external partners which is foundational to becoming a learning organization. Key takeaways from these sessions will be shared internally with staff.

Spending Plan and Funding Methodology

The cost is based on 4 quarterly convenings, consisting of \$1,000 for venue rental for half a day, and \$15 for food person for approximately 25 people. These costs were calculated by using Best Start's historical expenditure data to host similar meetings. This cost has been rounded up from \$5,500 to \$6,000.

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

Initiative	Investment Category
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Communities of Practice

2015-2020 Strategic Plan:
Focusing for the Future

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
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Learning Advisory Committee

\$20,000

0.00%

Program Summary

The Learning Advisory Committee will allow the First 5 LA to establish and convene an advisory group, consisting of experts in the field of learning organizations. These quarterly meetings will allow staff within the organization to solicit feedback and guidance from committee members on ways to continually enhance our internal infrastructure to become a more efficient learning organization.

Spending Plan and Funding Methodology

The cost provides honorariums to 5 members of the Learning Advisory Committee. Each honorarium will be \$1,000 per quarter, a figure consistent with the honorariums previously issued to Research Advisory Committee members by First 5 LA.

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

Initiative		Investment Category		
Communities of Practice		2015-2020 Strategic Plan: Focusing for the Future		
Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance	
Organizational-wide Learning		\$25,000	0.00%	

Program Summary

The Organizational-wide Learning Sessions provide First 5 LA staff with the time and space to actively engage in forums to reflect and share, a foundational practice to operating as a learning organization. The intent is for staff to share lessons learned with one another and continuously find innovative ways to improve programmatically and make its business processes more efficient.

Spending Plan and Funding Methodology

The cost is based on 6 events, consisting of \$1,000 for a half-day venue rental, \$1,000 for 6 honorariums, and \$15 for food per person for 135 staff members. These costs are based on historical expenditures from Best Start Communities which host similar meetings. This cost is being rounded up from \$24,150 to \$25,000.

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

Initiative	Investment Category
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Grantee Assessment	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Grantee Perception Report			\$75,000		0.00%

Program Summary

Provides resources for The Center for Effective Philanthropy, or similar partner, to administer the Grantee Perception Report with First 5 LA’s grantees. Soliciting feedback from partners is a building block for learning organizations who are continuously seeking to improve its internal and external effectiveness. Grantees' perspectives on our internal processes will highlight areas that are working effectively, as well as those that can be streamlined or made more efficient. This new work will provide First 5 LA with a report containing actionable feedback based on responses from the customized online grantee survey.

Spending Plan and Funding Methodology

The cost for contracting with an organization to develop the grantee perception survey, monitor the project and find comparison groups to compare with our organization is \$20,000. The remaining \$55,000 will allow the contractor to collect data for approximately 70-100 First 5 LA grantees. This comes out to approximately \$600 per grantee.

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

Initiative		Investment Category			
Organization-wide Investment		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Investment Process			\$96,000		0.00%

Program Summary

Provides resources for a consultant to assist with developing an internal process to initiate and approve First 5 LA's new investments, including grants, contracts and partnerships. The consultant will acquire internal input from staff on First 5 LA's current investment process and determine ways to be more efficient and timely. Externally, feedback will also be solicited from other philanthropic and public organizations to obtain best and promising practices for potential adoption by First 5 LA. Based upon all these inputs, a new and improved internal investment process will be developed for First 5 LA.

Spending Plan and Funding Methodology

Approximately \$15,000 will be for the program management aspect of this new work, including outlining the concept and design of key deliverables in consultation with First 5 LA staff. It is estimated that nearly 200 hours will be needed to conduct research with other grantmaking entities to capture best practices for creating First 5 LA's investment process at a \$150 hourly rate for a total of \$30,000. Approximately 170 hours will be needed to interview internal staff about First 5 LA's current investment practices at a \$150 hourly rate for a total of \$25,500. An additional 170 hours will be required to deliver a detailed implementation plan and support early implementation of the effort at a \$150 hourly rate for a total of \$25,500. The average hourly rate is based on historical data for comparable consultant services. The total programmatic cost is estimated at \$96,000.

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

MEASUREMENT, LEARNING & EVALUATION

MEASUREMENT, LEARNING & EVALUATION

Authorized Positions

Director	1
Manager, E&L Health Systems & Family Supports	1
Manager, E&L ECE & Communities	1
Evaluation & Learning Analyst	3
Total	6
Two Student Professional Workers (Temporary, Part-Time)	1422 hours

First 5 LA's Measurement, Learning and Evaluation (MLE) Department is responsible for supporting the organization's efforts to generate and capture learning that contributes to our overall ability to improve outcomes for children and families in Los Angeles County. MLE's emphasis on learning and sharing knowledge represents a fundamental shift from First 5 LA's traditional approach to research and evaluation because now learning is both a primary goal and an essential input to efforts aimed at achieving greater change in outcomes for children and families. MLE's efforts will not only be focused on the investments we make as a Commission, but also in the way we do our work. MLE will also be partnering with the Administration Division to learn and improve the work that we do to be of even greater service to children and families in Los Angeles County. As part of the Integration & Learning Division, the MLE Department will assist First 5 LA in becoming a more systematic, intentional and data-informed learning organization.

The MLE department is responsible for advising on

- Evaluation best practices
- Measurement and indicator development
- Research and evidence building
- Data development and data integration

In order to ground and focus First 5 LA's MLE efforts, the following learning priorities have been identified and articulated in the 2015-20 Strategic Plan:

- 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

Although we see the work of the Integration and Learning Division being collaborative within and across divisions, First 5 LA's MLE Department will focus primarily on evaluation, research, measurement and data development, data

integration, and data analysis. The FY 2017-18 programmatic budget reflects these areas of work, and the proposed operating budget assumes the staffing and resources required to implement these projects and activities.

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MEASUREMENT, LEARNING & EVALUATION

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	1,377,624	1,377,624	1,022,029	582,363	(795,261)
Total Employee Benefits	442,194	442,194	388,456	164,266	(277,928)
Total Personnel Services	1,819,818	1,819,818	1,410,485	746,629	(1,073,189)
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	2,000	2,000	2,983	1,000	(1,000)
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	-	-	250	600	600
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	1,800	1,800	1,231	1,200	(600)
6214 Subscriptions and Publications	250	250	404	1,500	1,250
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	4,868	4,300	250
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	1,500	1,500	2,236	1,500	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	7,000	7,000	818	7,200	200
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	8,500	8,500	3,054	8,700	200
Consultant Services					
6601 Consultant Fees	150,000	150,000	-	75,000	(75,000)
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	150,000	150,000	-	75,000	(75,000)
Travel and Meeting Expenses					
6701 Airfare	11,000	11,000	10,094	4,500	(6,500)
6703 Lodging	16,000	16,000	14,275	6,000	(10,000)
6704 Conference Registration	4,700	4,700	8,740	14,300	9,600
6706 Local Meetings	4,000	4,000	2,712	4,000	-
6707 Per Diem	9,000	9,000	6,798	3,420	(5,580)
Total Travel and Meeting Expenses	44,700	44,700	42,619	32,220	(12,480)
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	2,027,068	2,027,068	1,461,026	866,849	(1,160,219)

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Data Analytics			\$25,000		0.00%

Program Summary

The purpose of the Data Analytics project is to understand the potential value of using "predictive analytics" to further prevention efforts at First 5 LA and within LA County broadly. The project will directly support the Families Outcome area and indirectly support the additional three outcome areas articulated in the 2015-2020 Strategic Plan. In addition, the project will work to strengthen our partnership efforts with LA County, and inform the prevention field.

The objective of this project is to convene a panel of national experts that are currently using "predictive analytics" for planning purposes, resource allocation, and for program evaluation. The panel will explore learning related to methods, data sharing, consent, analysis techniques, communication barriers, legal barriers and future directions in the field. The concept was conceived through discussions emerging from a recent event called the Southern California Regional DataFest that was held in January 2017 at USC.

The goal is to identify tangible next steps that will support First 5 LA's strategic plan and LA County's broad prevention work.

Spending Plan and Funding Methodology

Convene a panel of experts to examine the use of predictive analytics in prevention work that would inform First 5 LA and LA County partners engaged in prevention efforts. The costs include:

- 1) Travel and expenses for up to 8 national expert panelists at \$1,500 per panelist. The per person panelist cost includes airfare, hotel, travel, and per diem. Cost estimates are based on previous per person expenses for panels held by the First 5 LA Research and Evaluation department and by the Children's Data Network. The total for this portion of the project is \$12,000.
- 2) Meeting support cost and meeting facilitator (\$8,000). This cost is based on 53 hours of consultant support at \$150 per hour. The basis of the costs and total hours are derived from examination of costs from similar First 5 LA work.
- 3) The development of specific knowledge products (\$5,000). This includes the cost to develop a summary report of the panel event (20 hours at \$150 per hour) and two research briefs at \$100 per hour for 10 hours each brief.

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

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Data Consultant	\$4,000		\$100,000		2400.00%

Program Summary

The purpose of the Data Consultant item in the FY 17-18 budget is to provide expertise, knowledge and recommendations to First 5 LA in our efforts to be in compliance with the Health Insurance Portability and Accountability Act (HIPAA) and the Family Educational Rights and Privacy Act (FERPA) as we collect data through our various strategic plan initiatives. In addition, the Data Consultant item will provide needed expertise and recommendations on the development of data consent and data sharing agreements that will allow for future linking of program related data to external administrative data sets.

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, data sharing and consent agreements for these projects.

The linked data will be used for future planning and evaluation efforts that support the 2015-2020 Strategic Plan.

Spending Plan and Funding Methodology

FY 17-18 funds will cover approximately 665 hours of consultant time at \$150 per hour.

The HIPAA and FERPA review process will require approximately 165 hours of consultant time at \$150 per hour (\$25,000). The consultant time will be dedicated to reviewing legal documents, reviewing security guidelines from other entities and engaging in discussions with partner providers.

The estimated hours for this review are based on previous experience as First 5 LA developed the Stronger Families Database. The consent and data sharing agreement review and development process will require approximately 500 hours of consultant time at \$150 per hour (\$75,000). The hour estimates are based on discussions with staff at the Children's Data Network and NetChemistry and the similar work they have completed. The hourly rates are based on market rates for consultation on data consent and data sharing agreement development.

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

The increase in this budget item is due to the need to involve a highly specialized consultant to help First 5 LA formulate a strategy and consistent approach to developing data sharing agreements and consent agreements that will allow our direct service program work to be linked to administrative data sets through the Children's Data Network.

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance
Data Requests	\$5,000	\$5,000	0.00%

Program Summary

The purpose of this budget item is to allow First 5 LA to acquire various data sets in support of our program planning, evaluation and research work. These data sets allow First 5 LA to better understand and serve the children and families of LA County. The types of data acquisition may include:

- 1) Purchase of Census Data Files
- 2) Working with the CEO's GIS division to geocode large data files
- 3) Purchasing boundary files for our mapping software

Spending Plan and Funding Methodology

FY 17-18 funds will be spent on data sets, as they are identified. Geographic Information System boundary files typically cost \$1,000+, while public records like birth files are \$500+. The service costs to geocode data from the CEO GIS division averages \$3,500. These costs are based on previous experience purchasing these types of data sets.

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

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Dissemination	\$15,000		\$15,000		0.00%

Program Summary

The purpose of this project is to support the overall reporting efforts of First 5 LA's Home Visitation investments. Home Visitation is the primary strategy of the Families outcome area. The 2015-2020 Strategic Plan specifically calls out Welcome Baby and Select Home Visitation as the anchor investments to improve outcomes for families and children 0-5. 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. The reports generated from Tableau are critical for Welcome Baby and Select Home visiting grantees to monitor performance and identify areas where they can improve their recruitment and retention of families in the program.

Spending Plan and Funding Methodology

FY 17-18 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. Tableau is a software program that allows users to create custom reports and graphs from most forms of quantitative data.

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

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
First 5 LA Contracts and Grants Program Reporting Database	\$187,000		\$140,000		-25.13%

Program Summary

The purpose of this budget item is to allow First 5 LA to comply with First 5 California reporting requirements. First 5 LA supports an organization-wide data system designed to collect end-of-year data from all programmatic grantees/contractors and any staff effort supporting our current strategic plan. This data system will supply the necessary data that will allow First 5 LA to comply with First 5 California reporting requirements. The budget also includes resources to acquire consultant support to implement the data collection activities. In addition, these data will also inform efforts to report on strategic plan progress as well as ad-hoc requests from key external stakeholders. Most importantly, First 5 LA will have the ability to share our annual data with the First 5 Association in support of broad policy and advocacy efforts.

Spending Plan and Funding Methodology

FY 17-18 resources were estimated based on previous experience and will be used in the following primary areas:

- Hosting and database licensing and user fees (\$100,000). This portion of the budget item is for the development, data collection/user licenses and a data storage solution that is cloud based and secure. The costs were based on assessment of licensing costs for reliable and secure web based data solutions such as Kordata and Epidata. It is estimated that First 5 LA will have over 150 grantees reporting through the system. The hosting, database and user fees estimates were based on having a minimum of 150 users (including internal staff).
- Training and technical support (\$25,000). This cost was based on 178 hours of consultant support at \$140 per hour. The consultant support will be used from mid-April to late October.
- Custom interfaces with Financial Edge and GIFTS platforms (\$5,000). This cost is based on approximately 30 hours of consultant support at \$150 per hour. The rate was developed using previous experience creating custom interfaces. The work will allow the data collected from the State Annual report process to be properly mapped to financial and contract compliance data.
- Knowledge product development (\$10,000). The cost of this component is based on the 100 hours of consultant support at \$100 per hour to develop custom reports and knowledge products that can be share with various stakeholders. The cost rate was developed based on previous experience developing similar products.

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

The reduced costs are the result of moving from a more costly proprietary database system with higher hosting and user fees to more widely available and inexpensive cloud based data collection system.

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Indicator Development			\$165,000		0.00%

Program Summary

This budget item will support the Monitoring, Learning and Evaluation (MEL) framework articulated in the 2015-2020 Strategic Plan.

The objective of this work is to define measurable indicators for the strategies and activities outlined for each outcome area of the Strategic Plan. In addition, the work will also help identify indicators that will allow First 5 LA to assess its development as a Learning Organization. The resulting clear and measurable indicators will allow First 5 LA to properly assess progress on the Strategic Plan and understand the degree to which our work has improved outcomes for children 0-5 and their families.

Spending Plan and Funding Methodology

The hour and cost estimates are based on similar work conducted by the Research and Evaluation department in previous years.

Consultant/Contractor support at \$150 per hour for approximately 665 hours (\$100,000). The support includes literature review and key informant interviews with external experts and plan development. In addition, the costs will also include the piloting of measures developed through this process.

Ad-Hoc Expert Panel Advisory Committee meetings (one per outcome area) four meetings at \$16,250 per meeting (\$65,000). Costs include expert travel, honorarium, meeting preparation/facilitation, analysis, discussions with First 5 LA staff, and knowledge product development.

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

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance
WIC Data Mining Research Partnership	\$650,000	\$600,000	-7.69%

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 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.

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 16-17 and approximately how much will be billed in FY 17-18 from the next contract term. FY 17-18 funds will be used mainly to support data collection, management, analysis, and result dissemination activities (including responding to data requests, making data available and user-friendly, and composing scholarly publications). 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 collection, requests, dissemination activities, and reports.

- Estimate of remaining dollars on current contract to be billed in FY 17-18: \$190,000
- Estimate of dollars in next contract to be billed in FY 17-18: \$400,000 (\$110,000 for data collection, \$290,000 for data management, analysis, dissemination activities)
- Contingency: \$10,000

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

Initiative	Investment Category
Data Partnership with Funders	Research & Evaluation

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Children's Data Network (CDN)	\$900,000		\$850,000		-5.55%

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 broader Integration and Learning Framework currently being developed. First 5 LA will utilize the CDN as an anchor partner to complete various data linkage projects throughout the year that are part of the different outcome areas. Examples of future data linkage projects include linking Welcome Baby data to the Department of Children and Family Services (DCFS) and/or Regional Centers. The Children's Data Network is a data and research collaborative housed at the University of Southern California (USC) School of Social Work to inform children's policies and programs through the linkage and analysis of administrative data. Our partners at USC are continuing to work on their sustainability approach and have already received \$800,000 over 3 years from the Hilton Foundation to help fund the Children Data Network's efforts. The Children's Data Network is continuing talks with other foundations and agencies around additional funding for specific projects and will likely engage in more funding partnerships throughout the upcoming year. Currently, the CDN is working on collaborative partnerships with the State of California and Los Angeles County CEO's office.

Spending Plan and Funding Methodology

FY 17-18 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 17-18:

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 = \$140,000

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

Initiative	Investment Category
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Learning Plan Development	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
ECE Outcome Area			\$50,000		0.00%

Program Summary

The purpose of this budget item is to support the implementation of the Monitoring, Evaluation and Learning (MEL) framework outlined in the 2015-2020 Strategic Plan.

The objective of this work is to develop broad learning agendas and accompanying learning plans that are specific to the ECE Outcome area. The learning agenda will consist of prioritized learning questions that will help define monitoring parameters and possible external evaluation efforts that assist staff and stakeholders to improve their work and demonstrate progress. First 5 LA's efforts to become a high functioning learning organization will involve the development of learning plans that lead to improved programs and processes that ultimately will produce better outcomes for children 0-5 and their families.

Spending Plan and Funding Methodology

The basis of the cost for the learning agenda are based on previous experience implementing our Universal Preschool and Family Literacy initiatives. The estimated 300 hours of Consultant/Contractor support will be used to assist in the development of Learning Plans, at \$150 per hour, plus \$5,000 for development of knowledge products (\$50,000). The knowledge products would include at least 5 easy to consume briefs, at \$1,000 per brief (\$100 per hour at 10 hours) that communicate the learning agenda for ECE to a broad group of stakeholders. The support would include a review of LA County QRIS system development and early Impact evaluation work. The work will be done in partnership with ECE program staff and external partners.

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

Initiative	Investment Category
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Learning Plan Development

2015-2020 Strategic Plan:
Focusing for the Future

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
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Health Systems Outcome Area

\$50,000

0.00%

Program Summary

The purpose of this budget item is to support the implementation of the Monitoring, Evaluation and Learning (MEL) framework outlined in the 2015-2020 Strategic Plan.

The objective of this work is to develop broad learning agenda and accompanying learning plan that are specific to the Health Systems Outcome Area, and specifically focuses on Trauma Informed care and Help Me Grow. The learning agenda will consist of prioritized learning questions that will help define monitoring parameters and possible external evaluation efforts that assist staff and stakeholders improve their work and demonstrate progress. First 5 LA's efforts to become a high functioning learning organization will involve the development of learning plans that lead to improved programs and processes that ultimately will produce better outcomes for children 0-5 and their families.

Spending Plan and Funding Methodology

The 300 hours of estimated Consultant/Contractor support will be used to assist in the development of Learning Plans, at \$150 per hour plus \$5,000 for development of knowledge products (\$50,000). The knowledge products would include at least 5 easy to consume briefs at \$1,000 per brief (\$100 per hour at 10 hours) that communicate the learning agenda for the Health Systems outcome area to a broad group of stakeholders. The support would include a review of partnership efforts to create a Trauma Informed System advisory group as well as our efforts to implement Help Me Grow. The basis of the cost for the learning agenda development is based on previous experience implementing our developmental screening initiatives such as the Early Developmental Screening Initiative.

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

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Best Start Evaluation	\$219,000		\$950,000		333.78%

Program Summary

The Best Start Evaluation in FY 17-18 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 of the Partnerships being implemented as part of the Communities Outcome in First 5 LA's Strategic Plan. We anticipate the implementation evaluation would begin in December 2017 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 early 2018.

Spending Plan and Funding Methodology

FY 16-17 was devoted to early planning and development. FY 17-18 will be a more programmatically robust year. The assumption here is to initiate the following projects in FY 17-18:

- 1) Development of Partnership Capacity Assessment and Implementation of baseline;
- 2) Retrospective Study of Best Start work focusing on the "Building Stronger Families" projects; and
- 3) An assessment of the implementation of the Best Start Alignment process.

The projects outlined correspond to the priorities established in the early phase of the Communities Learning Agenda. The estimated cost of the partnership capacity building assessment development and baseline measure will be \$650,000 (including measure development and review, facilitated assessment process with each partnership, documentation, data analysis, report development and sharing out findings with each partnership and various First 5 LA stakeholders). This equals approximately \$46,000 per community involving 300 hours of contractor support for each respective community. The estimated cost for the retrospective assessment of Best Start is \$200,000 (including document reviews, key stakeholder interviews, survey of partnership members, focus groups, coding and analysis of qualitative data, synthesis and report writing and various share outs to First 5 LA staff and each partnership which constitutes approximately 1,333 contractor hours of support). The estimated cost for the Best Start Alignment analysis will be \$80,000. Costs include: document review, protocol development, focus groups, stakeholder interviews, data analysis, report development and sharing of the findings to multiple audiences - which constitutes approximately 540 contractor hours. Consultant support for continued development of additional elements of the Best Start Learning plan will be approximately \$20,000. Costs assume 10 months of project implementation.

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

The additional budgeted amount corresponds to the anticipated contractors that will be working to implement a much more comprehensive Best Start Learning agenda. The previous fiscal year budget was devoted to early planning and development.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance
Obesity Prevention & Nutrition Collective Impact Evaluation	\$961,000	\$750,000	-21.95%

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.

The Obesity Prevention & Nutrition Collective Impact Evaluation budget, also referred to as the Reducing Early Childhood Obesity Evaluation (RECO), is still in negotiation and the current budget amount is subject to change pending further discussions with the contractor.

Spending Plan and Funding Methodology

The requested funding level is based the following activities anticipated for next year (estimates are based on FY 16-17 costs; direct costs are accounted for in these estimates):

Data acquisition (Obtain and prepare various data sets): \$45,000

The contractors will work with multiple stakeholders to acquire, format, code and prepare various data sets to analyze impacts of the portfolio of investments that focus on reducing childhood obesity. These tasks will take approximately 300 hours to complete (at \$150 per hour).

Analyzing Data (4 Major Reports): \$450,000

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. This task will take approximately 3,000 hours to complete (at \$150 per hour).

Disseminating Findings (Draft and Final Versions of an Interim Study Brief, Interim Report, Interim Findings Presentation): \$200,000

The contractors will prepare draft and final versions of an Interim Study Brief, Interim Report, and Interim Results Presentation.

This task will take approximately 1,333 hours to complete (at \$150 per hour).

Managing Overall Project (Monthly Progress Reports and Biweekly Teleconferences): \$55,000

The contractors will meet with First 5 LA on a biweekly basis. The contractors will also provide monthly progress memos to First 5 LA.

This task will take approximately 366 hours to complete (at \$150 per hour).

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

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
Parent-Child Interaction Therapy Evaluation	\$117,000		\$131,000		11.96%

Program Summary

Since 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 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 17-18 funds will be used mainly support data management and result dissemination activities. The requested funding level is based the following activities anticipated for next year (estimates are based on FY 16-17 costs; direct costs are accounted for in these estimates):

1) Gather and Aggregate Data from Los Angeles County Department of Mental Health, University of California-Davis, and First 5 LA-Programs Division: \$36,000 (240 hours)

a. The contractors will clean all data and prepare a codebook, which will include variable names/labels, definitions of constructed variables, identification of linked variables, indices, and appendices.

2) Analyze Quantitative Data & Cost Benefit Analysis: \$28,000 (185 hours)

a. The contractors will analyze quantitative data from the LACDMH and LACDCFS databases, as well as any quantitative data gathered through interviews or other questionnaires. The contractors will also conduct a cost-benefit analysis of the PCIT Training Program.

3) Final Project Report: \$23,000 (150 hours)

a. The contractors will write a final project report that will address the evaluation's research questions.

4) Disseminate Final Project Results: \$36,000 (240 hours)

a. The contractors will present the findings of the evaluation to First 5 LA as arranged by the PCIT Evaluation project manager. Additionally, the contractors will submit an abstract of the project's findings to the Southern California Association for Learning and Results (SCALAR) data repository.

5) Project Management: \$8,000 (60 hours)

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%)

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance
Welcome Baby Impact Study	\$629,000	\$1,446,000	129.88%

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), study activity to date, and the budget submitted by American Institutes for Research (AIR) as part of the contracting process. The following activities are anticipated for FY 17-18: Institutional Review Board (IRB) approvals, piloting data collection protocol and instruments, recruiting and enrolling participants for primary data collection, collecting and analyzing 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: \$95,000
- Recruit and Enroll Participants for Primary Data Collection: \$268,000
- Collect and Analyze Primary Data Collection: \$256,000
- Project Management: \$40,000
- Materials & Supplies (includes incentives for families, printing, equipment for data collection and analysis): \$400,000
- Travel (used for travel to meetings with First 5 LA team and hospitals, and for data collection with families): \$20,000
- Contractual costs (includes data collection sub-contractor costs): \$225,000
- Consultant Costs (includes consultant planning and implementation study costs): \$70,000

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 for 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 16-17 budget - The consultant's Scope of Work (SOW) is expected to be similar in FY 17-18 to the SOW for FY 16-17.

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

There is a substantial increase from the funding amount in FY 16-17 to FY 17-18. Due to unexpected delays in the planning process (i.e., re-prioritization of study goals as a result of new leadership), several tasks that were intended

Initiative	Investment Category
Program Evaluation	Research & Evaluation

to occur in FY 16-17 did not happen. These tasks and the funding associated with them are being transferred to FY 17-18.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2016 - 2017 Revised Budget	2017 - 2018 Budget	% Variance
Welcome Baby Implementation and Outcomes Evaluation	\$838,000	\$654,000	-21.95%

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 17-18 costs include:

- 1) Collect and analyze data: \$287,000
- 2) Design/recommend a system that will sustain monitoring of implementation and outcomes beyond the contract period: \$148,000
- 3) Dissemination Activities: \$128,000
- 4) Manage the project: \$81,000

An additional \$10,000 in contingency funds are included in the FY 17-18 budget estimates. The estimates above were calculated by examining the contractor's current payment schedule as well as the costs associated with other similar projects. Direct and indirect costs are included in the budget amount.

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

The reduction in funding level from the prior year reflects a planned shift in evaluation tasks. The evaluation tasks in FY 16-17 were focused on training and data collection, which are typically high cost activities. Although data collection will continue in FY 17-18, there will be fewer modes of data collection in the upcoming fiscal year which accounts for the anticipated lower costs.



ATTACHMENT F:

ADMINISTRATION DIVISION – DETAIL BY OPERATING COSTS

ADMINISTRATION DIVISION SUMMARY FY 2017-18

		FY 2017-18						Proposed Budget
		Administration Division Support	Contract Admin. & Purchasing	Facilities Management	Finance	Human Resources	Information Technology	
Personnel Services								
	Total Salaries	424,610	698,927	-	777,235	709,865	355,442	2,966,079
	Total Employee Benefits	106,920	227,380	-	238,861	138,294	122,800	834,255
	Total Personnel Services	531,530	926,307	-	1,016,096	848,159	478,242	3,800,334
General Operating Expenses								
6131	ADP Payroll Charges	-	-	-	31,000	-	-	31,000
6132	Workers' Compensation Insurance	-	-	-	90,000	-	-	90,000
6202	Utilities	-	-	165,000	-	-	-	165,000
6203	Corporate Insurance	-	-	-	76,000	-	-	76,000
6205	Mileage and Parking	750	700	-	400	500	1,000	3,350
6206	Telephones and Modems	-	-	-	-	-	70,000	70,000
6207	Cell Phones and Mobile Devices	600	-	-	1,200	600	15,000	17,400
6208	Outside Printing	-	-	-	2,700	-	-	2,700
6209	Other Supplies	-	-	20,000	-	-	-	20,000
6210	Postage and Delivery	-	100	13,200	-	-	-	13,300
6211	Educational Supplies	250	-	-	-	-	-	250
6212	Office Supplies	2,000	5,000	29,000	2,000	6,000	15,000	59,000
6214	Subscriptions and Publications	-	-	-	-	3,000	-	3,000
6218	Equipment Rental	-	-	118,200	-	-	-	118,200
6220	Building Repairs and Maintenance	-	-	180,000	-	-	-	180,000
6221	Equipment Repairs and Maintenance	-	-	20,000	-	-	2,000	22,000
6222	Offsite Storage	-	-	10,000	-	-	5,000	15,000
6223	Hardware and Software Maintenance	-	-	-	-	-	194,400	194,400
6230	Miscellaneous Service Charges	-	-	-	12,000	-	-	12,000
6231	Miscellaneous/Contingency	-	-	25,000	-	-	-	25,000
	Total General Operating Expenses	3,600	5,800	580,400	215,300	10,100	302,400	1,117,600
Professional Services								
6502	Audit	-	-	-	70,000	-	-	70,000
6504	Legal	-	-	-	-	-	-	-
6507	Professional Dues	1,000	2,000	15,000	1,000	-	-	19,000
6508	First 5 California Association	-	-	-	-	-	-	-
6509	Professional Development	4,800	10,800	-	10,800	140,000	4,800	171,200
6512	Staff Recruitment	-	-	-	-	25,000	-	25,000
6514	Commission Stipends	-	-	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	81,500	-	81,500
	Total Professional Services	5,800	12,800	15,000	81,800	246,500	4,800	366,700
Consultant Services								
6601	Consultant Fees	25,000	40,000	-	75,000	185,000	300,000	625,000
6602	Other Professional Fees	-	-	290,000	-	10,000	-	300,000
6603	External Reviewers	-	6,000	-	-	-	-	6,000
	Total Consultant Services	25,000	46,000	290,000	75,000	195,000	300,000	931,000
Travel and Meeting Expenses								
6701	Airfare	2,500	3,000	-	2,800	1,000	1,000	10,300
6703	Lodging	2,400	7,000	-	3,000	2,000	1,500	15,900
6704	Conference Registration	3,000	9,000	-	2,500	5,500	3,000	23,000
6706	Local Meetings	7,000	2,000	-	600	2,000	1,000	12,600
6707	Per Diem	1,500	3,000	-	1,900	1,000	1,200	8,600
	Total Travel and Meeting Expenses	16,400	24,000	-	10,800	11,500	7,700	70,400
Capital Improvements								
6216	Capital Outlay	-	-	-	-	-	145,000	145,000
6302	Capital Improvements	-	-	-	-	-	-	-
	Total Capital Improvements	-	-	-	-	-	145,000	145,000
Total Department Expenses		582,330	1,014,907	885,400	1,398,996	1,311,259	1,238,142	6,431,034

ADMINISTRATION DIVISION SUPPORT

Authorized Positions

Senior Director of Administration	1
Manager, Records Retention	1
Manager, Operational Excellence	1
Administrative Assistant	1
Total	4

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.

ADMINISTRATION DIVISION SUPPORT

		Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	301,327	301,327	244,252	424,610	123,283
	Total Employee Benefits	77,625	77,625	73,531	106,920	29,295
	Total Personnel Services	378,952	378,952	317,783	531,530	152,578
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	700	700	-	750	50
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	-	-	-	250	250
6212	Office Supplies	1,500	1,500	945	2,000	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	945	3,600	1,400
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	-	-	-	1,000	1,000
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	2,000	2,000	472	4,800	2,800
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	2,000	2,000	472	5,800	3,800
Consultant Services						
6601	Consultant Fees	25,000	25,000	48	25,000	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	25,000	25,000	48	25,000	-
Travel and Meeting Expenses						
6701	Airfare	1,000	1,000	-	2,500	1,500
6703	Lodging	1,200	1,200	-	2,400	1,200
6704	Conference Registration	1,500	1,500	-	3,000	1,500
6706	Local Meetings	1,500	1,500	1,079	7,000	5,500
6707	Per Diem	1,000	1,000	-	1,500	500
	Total Travel and Meeting Expenses	6,200	6,200	1,079	16,400	10,200
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	-	-	-	-	-
	Total Department Expenses	414,352	414,352	320,327	582,330	167,978

CONTRACT ADMINISTRATION & PURCHASING

CONTRACT ADMINISTRATION & PURCHASING

Authorized Positions

Director	1
Contract Compliance Manager	1
Contract Operations & Purchasing Manager	1
Contract Operations & Compliance Officer	1
Contract Compliance Officer	4
Administrative Assistant	1
Total	9

This department is responsible for supporting the organization's procurement and contractual needs which includes, but is not limited to the following responsibilities:

Contracting and Procurement

- 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 agency-wide vendor and consultant pools.
- Identifying potential areas of compliance vulnerability.
- Assessing risks for all agreements and reviewing and maintaining records of insurance.
- Responding to and tracking noncompliance of contractors and grantees.
- Managing the annual and on-going submission of all required documents for both grantees and contractors to assure compliance with all provisions.

Contract Operations

- Conducting internal audits of contractor files for the annual external audit.
- Creating and strengthening internal procurement and contracting processes and refining protocols and policies
- Providing procurement, contract management, renewals, and noncompliance training for staff.
- Creating, revising and managing department templates
- Maintaining records in the Enterprise Content Management (ECM) system and managing records retention and document destruction of procurement and contract related documents.

Purchasing

- Identifying and implementing appropriate systems, processes and controls for purchasing
- Planning, organizing, directing, managing, and evaluating purchasing activities

CONTRACT ADMINISTRATION & PURCHASING

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	542,144	542,144	526,655	698,927	156,783
Total Employee Benefits	175,744	175,744	175,703	227,380	51,636
Total Personnel Services	717,888	717,888	702,358	926,307	208,419
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	700	700	225	700	-
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	-	-	-	-	-
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	100	100	-	100	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	3,000	3,000	1,201	5,000	2,000
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	3,800	3,800	1,426	5,800	2,000
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	500	2,500	1,847	2,000	(500)
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development (Licenses)	30,500	30,500	3,941	10,800	(19,700)
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	31,000	33,000	5,788	12,800	(20,200)
Consultant Services					
6601 Consultant Fees	40,000	34,000	2,500	40,000	6,000
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	8,000	6,000	3,000	6,000	-
Total Consultant Services	48,000	40,000	5,500	46,000	6,000
Travel and Meeting Expenses					
6701 Airfare	3,500	4,500	551	3,000	(1,500)
6703 Lodging	5,000	7,000	5,458	7,000	-
6704 Conference Registration	7,000	9,000	2,568	9,000	-
6706 Local Meetings	2,000	2,000	392	2,000	-
6707 Per Diem	2,500	3,500	3,144	3,000	(500)
Total Travel and Meeting Expenses	20,000	26,000	12,113	24,000	(2,000)
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	820,688	820,688	727,185	1,014,907	194,219

FACILITIES

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.

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FACILITIES MANAGEMENT

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	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	165,000	165,000	165,000	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	22,000	18,400	20,000	(2,000)
6210 Postage and Delivery	13,200	13,200	13,200	13,200	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	29,000	29,000	28,148	29,000	-
6214 Subscriptions and Publications	-	-	-	-	-
6218 Equipment Rental	118,200	118,200	95,455	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	9,792	10,000	800
6223 Hardware and Software Maintenance	-	-	-	-	-
6230 Miscellaneous Service Charges	-	-	-	-	-
6231 Miscellaneous/Contingency	25,000	15,000	-	25,000	10,000
Total General Operating Expenses	571,600	571,600	509,995	580,400	8,800
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	269,000	269,000	254,554	290,000	21,000
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	269,000	269,000	254,554	290,000	21,000
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	-	-	(20,000)
Total Capital Improvements	20,000	20,000	-	-	(20,000)
Total Department Expenses	875,600	875,600	779,549	885,400	9,800

FINANCE

FINANCE

Authorized Positions

Director	1
Finance Planning & Analysis Manager	1
Accounting Manager	1
Financial Planning & Analysis/Budget Manager	1
Risk Mgmt. & Fiscal Compliance Officer	1
Staff Accountant	2
Payroll & Accounts Payable Coordinator	1
Payroll & Accounts Payable Assistant	1
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 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	674,796	649,796	580,719	777,235	127,439
Total Employee Benefits	212,485	212,485	209,367	238,861	26,376
Total Personnel Services	887,281	862,281	790,086	1,016,096	153,815
General Operating Expenses					
6131 ADP Payroll Charges	31,000	31,000	29,312	31,000	-
6132 Workers' Compensation Insurance	100,000	100,000	76,103	90,000	(10,000)
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	76,000	76,000	68,000	76,000	-
6205 Mileage and Parking	400	400	112	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	2,500	2,700	200
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	2,000	2,000	863	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	189,490	215,300	(9,800)
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	4,000	4,000	270	10,800	6,800
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	75,000	75,000	71,270	81,800	6,800
Consultant Services					
6601 Consultant Fees	25,000	115,000	115,000	75,000	(40,000)
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	25,000	115,000	115,000	75,000	(40,000)
Travel and Meeting Expenses					
6701 Airfare	2,800	2,800	1,322	2,800	-
6703 Lodging	3,000	3,000	2,570	3,000	-
6704 Conference Registration	1,800	3,000	3,000	2,500	(500)
6706 Local Meetings	600	600	204	600	-
6707 Per Diem	1,900	1,900	256	1,900	-
Total Travel and Meeting Expenses	10,100	11,300	7,352	10,800	(500)
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	1,222,481	1,288,681	1,173,198	1,398,996	110,315

HUMAN RESOURCES & TALENT MANAGEMENT

HUMAN RESOURCES & TALENT MANAGEMENT

Authorized Positions

Director	1
Human Resources Generalist	2
Human Resources Training & Learning Specialist	1
Total	4

Human Resources Staff (temporary) 2,496 hours

The Human Resources and Talent Management 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 HR consultants will help direct and support the transformation of the Human Resources and Talent Management Department to ensure that First 5 LA is poised to effectively advance the strategies and outcomes of the 2015-2020 Strategic Plan, as well as to support the Executive Director's vision for First 5 LA to be a high functioning and high performing organization. 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 Engagement, Reward and Recognition
- Employee Handbook publications and revisions
- Employee Relations
- Employee retention
- Leave management and administration
- Management of compliance training programs
- Management of DFEH, EEOC, ADA and related claims
- Management of Unemployment Insurance claims
- Performance Management
- Recordkeeping, including management of HRIS electronic records
- Recruitment, hiring and onboarding of new employees
- Separations of employment, including conducting exit interviews

- Talent Management (includes the creation, delivery and tracking of Professional development, leadership development classes, as well as the coordination and selection of training vendors)
- Workers' Compensation management

HUMAN RESOURCES & TALENT MANAGEMENT

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	593,767	593,767	553,961	709,865	116,098
Total Employee Benefits	113,599	113,599	113,599	138,294	24,695
Total Personnel Services	707,366	707,366	667,560	848,159	140,793
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	550	600	-
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	2,700	4,700	3,875	6,000	1,300
6214 Subscriptions and Publications	3,800	3,800	398	3,000	(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	7,600	9,600	4,823	10,100	500
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	-	-	-	-	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	125,000	125,000	9,744	140,000	15,000
6512 Staff Recruitment	25,000	25,000	3,011	25,000	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	78,000	78,000	30,878	81,500	3,500
Total Professional Services	228,000	228,000	43,633	246,500	18,500
Consultant Services					
6601 Consultant Fees	150,000	150,000	-	185,000	35,000
6602 Other Professional Fees	7,950	7,950	6,300	10,000	2,050
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	157,950	157,950	6,300	195,000	37,050
Travel and Meeting Expenses					
6701 Airfare	1,500	1,500	-	1,000	(500)
6703 Lodging	4,000	2,000	-	2,000	-
6704 Conference Registration	8,000	8,000	-	5,500	(2,500)
6706 Local Meetings	2,000	2,000	399	2,000	-
6707 Per Diem	1,500	1,500	-	1,000	(500)
Total Travel and Meeting Expenses	17,000	15,000	399	11,500	(3,500)
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	1,117,916	1,117,916	722,715	1,311,259	193,343

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY

Authorized Positions

Director	1
IT Business Applications Support	1
Network Administrator & Service Desk Support	1
IT Help Desk Administrative Support	1
Total	4

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 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	529,886	509,886	494,044	355,442	(154,444)
Total Employee Benefits	163,303	163,303	144,514	122,800	(40,503)
Total Personnel Services	693,189	673,189	638,558	478,242	(194,947)
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	1,000	500	473	1,000	500
6206 Telephones and Modems	35,000	53,000	52,755	70,000	17,000
6207 Cell Phones and Mobile Devices	15,000	15,000	14,534	15,000	-
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	15,000	8,000	11,000	15,000	7,000
6214 Subscriptions and Publications	-	-	-	-	-
6218 Equipment Rental	-	-	-	-	-
6220 Building Repairs and Maintenance	-	-	-	-	-
6221 Equipment Repairs and Maintenance	5,000	1,500	538	2,000	500
6222 Offsite Storage	4,500	4,500	1,711	5,000	500
6223 Hardware and Software Maintenance	220,000	190,000	157,125	194,400	4,400
6230 Miscellaneous Service Charges	-	-	-	-	-
6231 Miscellaneous/Contingency	-	-	-	-	-
Total General Operating Expenses	295,500	272,500	238,136	302,400	29,900
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	-	-	-	-	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	7,000	-	-	4,800	4,800
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	7,000	-	-	4,800	4,800
Consultant Services					
6601 Consultant Fees	200,000	250,000	150,000	300,000	50,000
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	200,000	250,000	150,000	300,000	50,000
Travel and Meeting Expenses					
6701 Airfare	792	792	792	1,000	208
6703 Lodging	926	926	416	1,500	574
6704 Conference Registration	3,000	3,000	1,390	3,000	-
6706 Local Meetings	1,000	1,000	616	1,000	-
6707 Per Diem	408	408	-	1,200	792
Total Travel and Meeting Expenses	6,126	6,126	3,214	7,700	1,574
Capital Improvements					
6216 Capital Outlay	75,000	75,000	4,800	145,000	70,000
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	75,000	75,000	4,800	145,000	70,000
Total Department Expenses	1,276,815	1,276,815	1,034,708	1,238,142	(38,673)



ATTACHMENT G:

EXECUTIVE DIVISION – DETAIL BY PROGRAM AND OPERATING COSTS

GOVERNANCE AND EXECUTIVE SUMMARY FY 2017-18

		FY 2017-18		
		Board of Commissioners	Executive	Proposed Budget
Personnel Services				
	Total Salaries	-	864,221	864,221
	Total Employee Benefits	-	227,064	227,064
	Total Personnel Services	-	1,091,285	1,091,285
General Operating Expenses				
6131	ADP Payroll Charges	-	-	-
6132	Workers' Compensation Insurance	-	-	-
6202	Utilities	-	-	-
6203	Corporate Insurance	-	-	-
6205	Mileage and Parking	3,800	4,000	7,800
6206	Telephones and Modems	-	-	-
6207	Cell Phones and Mobile Devices	-	1,800	1,800
6208	Outside Printing	-	-	-
6209	Other Supplies	250	-	250
6210	Postage and Delivery	-	-	-
6211	Educational Supplies	-	-	-
6212	Office Supplies	3,000	5,000	8,000
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	50,000
	Total General Operating Expenses	7,050	60,800	67,850
Professional Services				
6502	Audit	-	-	-
6504	Legal	-	125,000	125,000
6507	Professional Dues	-	3,000	3,000
6508	First 5 California Association	-	70,000	70,000
6509	Professional Development	10,000	8,400	18,400
6512	Staff Recruitment	-	-	-
6514	Commission Stipends	34,000	-	34,000
6606	Human Resources Related Costs	-	-	-
	Total Professional Services	44,000	206,400	250,400
Consultant Services				
6601	Consultant Fees	50,000	120,000	170,000
6602	Other Professional Fees	-	-	-
6603	External Reviewers	-	-	-
	Total Consultant Services	50,000	120,000	170,000
Travel and Meeting Expenses				
6701	Airfare	1,900	4,700	6,600
6703	Lodging	1,900	3,000	4,900
6704	Conference Registration	500	3,000	3,500
6706	Local Meetings	10,000	7,500	17,500
6707	Per Diem	1,500	1,800	3,300
	Total Travel and Meeting Expenses	15,800	20,000	35,800
Capital Improvements				
6216	Capital Outlay	-	-	-
6302	Capital Improvements	-	-	-
	Total Capital Improvements	-	-	-
	Total Department Expenses	116,850	1,498,485	1,615,335

BOARD OF COMMISSIONERS

BOARD OF COMMISSIONERS

Authorized Positions

Commissioners 9

Sheila James Kuehl,
Los Angeles County Supervisor, Chair
Judy Abdo, Vice Chair
Jane Boeckmann
Duane Dennis
Barbara Ferrer
Yvette Martinez
Brandon Nichols
Jonathan E. Sherin, M.D., Ph.D.
Marlene Zepeda, Ph.D.

Ex-Officio Commissioners 4

Dayton Gilleland, Ed.D.
Karla Pleitéz Howell, J.D.
Patricia Curry
Deanne Tilton

Alternate Commissioners 7

Linda Aragon
Genie Chough
Darren McDuffie, Ed.D.
Terry Ogawa
Sylvia S. Swilley, M.D.
Christopher Thompson, M.D.
Victor Manolo, Ph.D.

Total 20

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 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	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	3,000	3,800	-
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	-	-	-	-	-
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	150	150	100	250	100
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	3,500	3,500	1,800	3,000	(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	7,050	(400)
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	-	-	-	-	-
6507 Professional Dues	-	-	-	-	-
6508 First 5 California Association	-	-	-	-	-
6509 Professional Development	10,000	10,000	-	10,000	-
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	34,000	34,000	23,000	34,000	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	44,000	44,000	33,000	44,000	-
Consultant Services					
6601 Consultant Fees	50,000	50,000	23,000	50,000	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	50,000	50,000	23,000	50,000	-
Travel and Meeting Expenses					
6701 Airfare	1,900	1,900	500	1,900	-
6703 Lodging	1,900	1,900	500	1,900	-
6704 Conference Registration	500	500	-	500	-
6706 Local Meetings	10,000	10,000	4,303	10,000	-
6707 Per Diem	1,500	1,500	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	117,250	117,250	61,739	116,850	(400)

EXECUTIVE

EXECUTIVE

Authorized Positions

Executive Director	1
Executive Vice President	1
County Fellow	1
Board Relations Specialist	1
Executive Assistant (ED)	1
Executive Assistant (EVP)	1
Administrative Assistant	1
Total	7

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, 14 Department Directors, roughly 148 total employees and annual revenues of approximately \$80 million.

EXECUTIVE

	Budget FY 2016-17	Revised Budget FY 2016-17	Estimated FY 2016-17 Expenditures	Proposed Budget FY 2017-18	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	1,306,758	1,306,758	1,249,888	864,221	(442,537)
Total Employee Benefits	292,741	292,741	290,423	227,064	(65,677)
Total Personnel Services	1,599,499	1,599,499	1,540,311	1,091,285	(508,214)
General Operating Expenses					
6131 ADP Payroll Charges	-	-	-	-	-
6132 Workers' Compensation Insurance	-	-	-	-	-
6202 Utilities	-	-	-	-	-
6203 Corporate Insurance	-	-	-	-	-
6205 Mileage and Parking	4,000	5,000	4,786	4,000	(1,000)
6206 Telephones and Modems	-	-	-	-	-
6207 Cell Phones and Mobile Devices	600	2,100	1,800	1,800	(300)
6208 Outside Printing	-	-	-	-	-
6209 Other Supplies	-	-	-	-	-
6210 Postage and Delivery	-	-	-	-	-
6211 Educational Supplies	-	-	-	-	-
6212 Office Supplies	5,000	8,000	7,008	5,000	(3,000)
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	50,000	46,000	50,000	-
Total General Operating Expenses	59,600	65,100	59,594	60,800	(4,300)
Professional Services					
6502 Audit	-	-	-	-	-
6504 Legal	175,000	175,000	125,000	125,000	(50,000)
6507 Professional Dues	3,000	3,000	-	3,000	-
6508 First 5 California Association	70,000	70,000	70,000	70,000	-
6509 Professional Development	4,000	4,000	-	8,400	4,400
6512 Staff Recruitment	-	-	-	-	-
6514 Commission Stipends	-	-	-	-	-
6606 Human Resources Related Costs	-	-	-	-	-
Total Professional Services	252,000	252,000	195,000	206,400	(45,600)
Consultant Services					
6601 Consultant Fees	100,000	120,000	120,000	120,000	-
6602 Other Professional Fees	-	-	-	-	-
6603 External Reviewers	-	-	-	-	-
Total Consultant Services	100,000	120,000	120,000	120,000	-
Travel and Meeting Expenses					
6701 Airfare	4,700	10,700	10,130	4,700	(6,000)
6703 Lodging	3,000	6,000	5,586	3,000	(3,000)
6704 Conference Registration	3,000	3,000	900	3,000	-
6706 Local Meetings	7,500	15,000	14,978	7,500	(7,500)
6707 Per Diem	1,800	3,000	2,798	1,800	(1,200)
Total Travel and Meeting Expenses	20,000	37,700	34,392	20,000	(17,700)
Capital Improvements					
6216 Capital Outlay	-	-	-	-	-
6302 Capital Improvements	-	-	-	-	-
Total Capital Improvements	-	-	-	-	-
Total Department Expenses	2,031,099	2,074,299	1,949,297	1,498,485	(575,814)

Initiative	Investment Category
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County Partnerships	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2016 - 2017	Revised Budget	2017 - 2018	Budget	% Variance
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County Partnership Fund			\$50,000		0.00%
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Program Summary

The County Partnership Fund will help support emerging opportunities with County entities. In concert with the office of the Executive Vice President (EVP), this fund will be used to support the needs of County departments and offices, when those emerging needs are assessed by First 5 LA to be aligned to or potentially aligned to the work in the Strategic Plan. These resources will be used to hire outside consultants or contractors to help identify opportunities that might be aligned to the First 5 LA Strategic Plan (e.g., facilitating meetings or focus groups, conducting landscape analyses), as well as to support the work itself (e.g., providing support to write reports, convene meetings or conferences, etc.).

Spending Plan and Funding Methodology

Based on historical funding of the Southern California Grantmakers support for the Office of Child Protection’s Center for Strategic Public Private Partnerships (OCP’s CSPPP) at \$25,000 per year, this budget would fund two similar County partnerships in FY 17-18.

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

Draft FY 2017-18 Operating Budget

Executive Committee
Meeting
May 3, 2017

1ST  LA
first 5 la
Giving kids the best start

Objectives

1. Budget Development Context
2. Budget Overview
 - a) Framework
 - b) New Organizational Structure
 - c) Discussion of key total cost estimates
3. Operating Costs Summary
4. Operating categories and cost factors
5. Administrative Cost Limit
6. Next Steps

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Budget Development Context

The FY 2017-18 Budget supports the third 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

Strategic Implementation & Budget Related Themes

- Learning by doing – an evolving approach to budgeting
- Partnership-based work
- Policy and systems change – at the center of our work
- Long-term impact requires long-term commitment
- Emerging Opportunities
- Integration & Learning – learning as a strategic asset
- Sustainability planning

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Budget Development Context

Organizational Alignment

- New Organizational approach to structure and staffing
- Staff development/support
- Infrastructure/systems
- Capital Improvements

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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 2017-18 Budget

1. 2015-2020 Strategic Plan: Focusing for the Future
 - a) Strategic Plan Priority Outcome Areas
 - b) Strategic Plan Investment Areas & Support Costs
 - c) Integration & Learning
2. Legacy Investments
3. Internal Operations (Operating Budget)

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FY 2017-18 Budget Summary

BUDGET CATEGORY	FY 2016-17 Budget			Proposed FY 2017-18	Variance	
	Original	Amendments	Revised			
Program						
<i>2015-2020 Strategic Plan: Focusing for the Future</i>						
a. Strategic Plan Priority Outcome Areas	\$ 83,584,000	\$ (9,539,500)	74,044,500	\$ 74,683,000	\$ 638,500	0.9%
b. Strategic Plan Related Investment Areas & Support Costs	8,537,000	(1,531,000)	7,006,000	10,366,000	3,360,000	48.0%
c. Integration & Learning	6,468,000	(1,256,000)	5,212,000	6,153,000	941,000	18%
<i>Total 2015-2020 Strategic Plan</i>	\$ 98,589,000	\$ (12,326,500)	\$ 86,262,500	\$ 91,202,000	4,939,500 ₂₇₇	5.7%
<i>Legacy Investments</i>	41,696,000	(2,199,000)	39,497,000	31,809,000	(7,688,000)	-19.5%
Total Program (85%)	\$ 140,285,000	\$ (14,525,500)	\$ 125,759,500	\$ 123,011,000	\$ (2,748,500)	-2.2%
Operating (15%)	21,235,158	-	21,235,158	21,282,675	47,517	0.2%
TOTAL BUDGET	\$ 161,520,158	\$ (14,525,500)	\$ 146,994,658	\$ 144,293,675	\$ (2,700,983)	-1.8%

Budget Highlights

- Overall decrease of \$2.7 million or 1.8%
- Increase of \$4.9 million (5.7%) to support the 2015-2020 Strategic Plan
- Decrease of \$8 million (19.5%) in Legacy Resources
- Net decrease of \$2.8 million (2.2%) in total programs budget
- Increase of \$48,000 (0.2%) in support of Operating resources

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Internal Operations (Operating Budget)

OPERATING COST CATEGORY	FY 2016-17 Budget				Proposed		Variance	
	Original		Revised		FY 2017-18 Budget			
Personnel Services	\$ 17,088,095	80%	\$ 16,958,130	80%	\$ 16,845,543	79.2%	\$ (112,587)	-0.7%
General Operating Expenses	1,325,540	6%	1,309,005	6%	1,363,370	6.4%	54,365	4.2%
Professional Services	803,052	4%	779,552	4%	810,352	3.8%	30,800	4.0%
Consultant Services	1,492,950	7%	1,624,950	8%	1,554,700	7.3%	(70,250)	-4.3%
Travel & Meeting Expenses	430,521	2%	468,521	2%	563,710	2.6%	95,189	20.3%
Capital Improvements	95,000	0%	95,000	0%	145,000	0.7%	50,000	52.6%
Total Operating Costs	\$ 21,235,158	100%	\$ 21,235,158	100%	\$ 21,282,675	100%	\$ 47,517	0.2%

- Total cost is largely aligned with FY 2016-17
- Minor increase is primarily in support of the new organizational structure and associated needs
 - Travel & Meeting Expenses
 - Capital costs (new computers, printers, etc.)
- Maintained FTE at the FY 2016-17 approved count of 148
 - Repurposing vacant positions, as necessary

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Operating: Methodology

Estimates were informed by:

- Historical spending trends
- Contracts with existing and prospective grantees/vendors
- Anticipated activities and expenditures

Estimates were assessed for consistency, where applicable

- Professional development estimates, by Department, were revised to align with an agency-wide per person average

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Personnel: Methodology

- Estimated 6% attrition rate was incorporated into the total budget for salaries and benefits
- Budgeted vacant positions at 100% compa-ratio (median salary rate)
 - Half of the vacant positions budgeted for 12-months
 - Half of the vacant positions budgeted for 9 months
- Utilized employee-only health benefit rate for vacant positions

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Personnel Services

Total = \$16.9 million (79%)

Cost factors include:

- Budgeted merit increases (3%), consistent with prior year implementation of compensation study recommendations
- Updated mix of staff levels, deemed necessary to effectively and efficiently advance the work outlined in the 2015-2020 Strategic Plan ²⁸²

Decrease of \$112,587 or 0.7% from revised FY 2016-17 budget

General Operating Expenses

Total = \$1.4 million (6.4%)

Includes costs such as (but not limited to):

- Utilities
- Workers' Compensation Insurance
- Corporate Insurance
- Hardware & Software Maintenance
- Building Repairs and Maintenance
- Contingency

Increase of \$54,365 from revised FY 16-17 budget

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Professional Services

Total = \$810,352 (3.8%)

Includes costs such as (but not limited to):

- Audit Services
- Legal Services
- Professional Development

Increase of \$30,800 from revised FY 2016-17 budget

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Consultant Services

Total = \$1.6 million (7.3%)

Includes costs such as (but not limited to):

- General consulting needs
- Management and security fees for First 5 LA building

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Decrease of \$70,250 from revised FY 2016-17 budget

Travel & Meeting Expenses

Total = \$563,710 (2.6%)

Includes costs such as (but not limited to):

- Airfare, lodging and per diem
- Conference registrations
- Local meeting costs

Increase of \$95,189 from revised FY 2016-17 budget

286

Capital Improvements

Total = \$145,000 (0.7%)

- Provides funds for aging server costs and expendable equipment including phones, computers, and printers
- Additional resources to support audio/visual²⁸⁷ maintenance and programming

Increase of \$50,000 from revised FY 2016-17 budget

Administrative Cost Limit

\$13.0 million or 9.01% of the total proposed FY 2017-18 budget

- Conservative Approach:
 - All costs for administrative departments, as well as 100% of salary/benefit costs for Executive and Senior Leadership, Directors, and Administrative Assistants
- Increase due to the addition of management-level staff, alignment of salaries and a reduction in program costs
- First 5 LA continues to have among the lowest percentage, with rates across all County Commissions ranging from 7.67-25% of spending

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Proposed for approval in June 2017

- Program and Operating Budget
- Re-affirmation of GASB 54 (fund balance)
- Administrative cost limit
- Capital Project Fund – budget
 - Funds designated for capital improvements
 - Building infrastructure maintenance
 - Workspace layout
 - Resources will be garnered from unspent FY 2015-16 and FY 2016-17 operating budget funds

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Next Steps

- **April 26, 2017– Budget & Finance Committee**
 - Overview and discussion of Draft FY 2017-18 Budget
- **May 3, 2017– Executive Committee**
 - Discussion of FY 2017-18 proposed operating costs
- **May 11, 2017– Commission Meeting**
 - Informational Item: Overview and discussion of the Draft FY 2017-18 Budget
- **May 24, 2017– Budget & Finance Committee**
 - Review changes to the FY 2017-18 Budget based on:
 - a. Commission Feedback
 - b. Updated information/direction
- **May 25, 2017– Program & Planning Committee**
 - Discussion of FY 2017-18 proposed programmatic costs
- **June 8, 2016 – Commission Meeting**
 - Action Item: Final FY 2017-18 Budget presented for Board Approval

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QUESTIONS?



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Memo

To: Executive Committee

From: Linda Vo, Board Secretary

Copies to: Kim Belshé, Executive Director

Date: May 3, 2017

Subject: Board Expertise and Engagement Opportunities Survey Findings

As a learning organization, First 5 LA continuously identifies ways in which we could effectively support Commissioners in their governing role. Beginning with the Board Communication survey launched back in March 2016, staff identified many areas and forms of Board communication that required refinement in order to be more effective and useful to Commissioners.

Following feedback received from this survey, there were some near-term improvements made in the following areas to ensure First 5 LA staff was engaging Commissioners in a sufficient manner and at the appropriate level: First 5 LA website, new Board orientation and Executive Director's report. Ultimately, our goal has been and will continue to be that all Board-related information, including Board learning and development, is done in a timely manner and in a format that effectively supports Commissioners' governance responsibilities.

As it relates to Board development and learning opportunities, First 5 LA understands the importance of staff's role in deepening Commissioners' knowledge and understanding of First 5 LA's strategic priorities in order to advance our goals. We also acknowledge there is an abundance of undiscovered talent (especially, given the recent addition of new Board members) existing within our Board that can help First 5 LA achieve higher impact in the work that we do to support the children of LA County. Given feedback from the 2016 survey that identified Commissioners' high interest in Board development, staff designed a follow-up survey that aligns these two areas for the purpose of better understanding Commissioners' skills, knowledge, experience and capabilities so that we can leverage their expertise to further strengthen First 5 LA's governance structure and advance our strategic direction.

In March 2017, staff launched a Board survey that solicited feedback on Board engagement opportunities and Board expertise. Prior to launching the survey, staff worked with the Executive Committee to finalize the questionnaire, which gaged Commissioners on their interest level, as it relates to Board engagement opportunities, and familiarity level, as it relates to First 5 LA's strategic priorities.

As of today, 16 out of 17 (94%) Commissioners have completed the survey. The survey consisted of 14 questions and Commissioners were asked to identify themselves prior to completing the survey.

COMMISSIONERS

Los Angeles County Supervisor Sheila Kuehl <i>Chair</i>	Jane Boeckmann Barbara Ferrer, Ph.D., M.P.H., M.Ed. Yvette Martinez	Brandon Nichols Jonathan E. Sherin, M.D., Ph.D. Sylvia S. Swilley, M.D. Marlene Zepeda, Ph.D.
Judy Abdo <i>Vice Chair</i>		

EX OFFICIO MEMBERS

Dayton Gilleland, Ed.D.
Karla Pleitez Howell
Wendy Smith
Deanne Tilton

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

KEY FINDINGS:

BOARD ENGAGEMENT OPPORTUNITIES: SUMMARY

Community Relations (Existing Opportunities)

Overall, Commissioners have a high level of interest (83%) in participating in community relations activities which include: conferences, First 5 LA sponsored and hosted events, grantee site visits, events First 5 LA is invited to as guests and Best Start Community partnership meetings. This high level of interest demonstrates that Commissioners see value in making connections and understand the importance of building relationships outside of First 5 LA, which is an important component of moving and understanding our work.

Legislative Advocacy (New and Existing Opportunities)

Findings currently show Commissioners are very interested (81%) in activities involving policy and advocacy (e.g. Advocacy Day and meetings with elected officials in both Sacramento and Los Angeles County) which aligns with Commissioners' previously expressed interest in First 5 LA's Legislative agenda as identified from the 2016 Board communication survey. Given First 5 LA's current strategic direction is focused on policy and systems change, these responses underscore Commissioners' understanding of and commitment to the importance of First 5 LA's strategic priorities in changing laws and physical landscape to achieve higher impact in the work that we do.

First 5 LA Staff Development (Existing Opportunity)

Commissioners were queried about their interest level in attending brown bag lunch meetings on specific topics related to the work of the Commission and almost all (93%) were interested. We acknowledge brown bag lunches offer a more informal setting that fosters a learning culture and enable participants to further explore a topic and share knowledge, which may explain why there is a high interest level in participation. At little to no cost to First 5 LA, Brown Bags are an efficient and effective forum that yield high return on investment (RIO) compared to the cost of similar meetings.

Board Meetings (Existing Opportunities)

Given First 5 LA's many competing priorities, staff strives to use the Board's time to focus on Board-related objectives and tasks. When asked how interested Commissioners would be in using existing Board meeting times to hold a Board retreat, almost all (93%) were interested. With the recent additions of many new Board members, a high interest level in a Board retreat was anticipated. Board retreats allow Commissioners to get back to the basics: review roles and responsibilities; review mission and vision; and, more importantly, cultivate an environment in which Commissioners can have a better understanding and mutual respect for fellow Board members. Through the result of more effective collaboration, Board retreats set the foundation for a higher impacting Board.

We also queried Commissioners about their interest level in having lunch or dinner meetings with subject matter experts (topic specific) and about 76% were interested.

Board Development (New and Existing Opportunities)

First 5 LA strives to continuously support Commissioners in their governing role and acknowledges that the information we communicate and share with Commissioners plays an imperative role in providing effective support. Accordingly, when asked how interested Commissioners would be in Board engagement opportunities: brand ambassador training, Board orientation for all Commissioners and topic specific briefings (e.g. Best Start, Home Visiting, etc.), we were not astonished to find that on average, 85% were interested.

On-Boarding (New Opportunities)

First 5 LA is currently exploring "peer mentorship" as a new opportunity for incoming Commissioners to acclimate themselves to First 5 LA's work via getting paired up with an existing Commissioner. When asked about Commissioners interest level in something like this, only 60% were interested.

Another new opportunity in which First 5 LA can provide more effective support to Commissioners is through a Board Manual. The purpose of a Board manual is to serve as a quick reference guide for information that includes: Commission roster/Contact info, Commissioner bios, current Strategic Plan, current approved budget, important contact info, etc.; information is centralized and easily accessible electronically. When queried about Commissioners' interest level in having a Board manual, over 73% were interested.

BOARD EXPERTISE: SUMMARY

Family

As a whole, most Commissioners (83.25%) have a good understanding and familiarity with First 5 LA's Family outcome area. Given families are at the center of our work and foundational to a child's healthy development, it is reinforcing to see Commissioners are familiar with and understand programs related to home visiting (87%) and family engagement (94%).

Communities

Commissioners seem to be very familiar and understand what capacity building is (88%) within our Communities outcome area but only 38% are familiar with built environment. Indeed, this identifies a gap that needs to be closed. Staff is aware there is additional work to be done when bringing forth items related to built environment to ensure Commissioners are receiving adequate information that would contribute to a more profound commissioner-understanding of this specific area.

Early Care and Education

Given one of First 5 LA's focus is to increase access to affordable, quality early care and education (ECE), we queried Commissioners on their familiarity level (understanding) of the work of ECE providers as well as their knowledge of ECE work related to Pre-K and K-12 educators. Findings show 75% of Commissioners are familiar with work related to ECE providers, but only 56% and 50% are familiar with work related to Pre-K and K-12 educators, respectively. As we bring forth ECE related items before the Commission, staff recognize that it is important to ensure that input from these educators are incorporated into our work.

Health Systems

As it relates to developmental screening and trauma-informed care, an average of 81% and 75% of Commissioners, respectively, have a good familiarity level of these two areas. Alternatively, Commissioners are not as familiar with substance abuse and mental health (69%) as it relates to First 5 LA's work.

Other

Finally, commissioners were queried on their familiarity with other topics such as public policy, evaluation, data and metrics, marketing and communication, philanthropy, human resources, technology, and business. It was great to see that 100% of our Commissioners have a good understanding of public policy, especially given our new strategic focus on policy and systems change. Commissioners also seemed to have a good familiarity level and understanding (83%) of evaluation, data and metrics, marketing and communication, and philanthropy. In contrast, Commissioners were not too familiar with or have a good understanding of other topic areas related to human resources (69%), technology (56%), and business (63%).

CONCLUSION AND NEXT STEPS

Overall, Commissioners express a high interest level in participating in many Board engagement opportunities offered by First 5 LA. Specifically, survey findings identify that Commissioners see tremendous value in making connections, building relationships and sharing knowledge with other (potential) stakeholders as an important component in their role as our governing board. This is evident by Commissioners' high interest level in attending First 5 LA activities: hosted events, conferences, brown bag lunches (topic specific) and meetings with elected officials.

Moreover, this data will function as a roadmap for staff to more effectively make use of Commissioners' time by aligning Commissioner interest(s) to specific activities as identified by survey findings. As a final point, although survey findings do indicate Commissioners' ongoing commitment to our work and advancing our strategic direction, they also function as guardrails to staff when engaging Commissioners in First 5 LA related activities.

With regards to Board expertise, as anticipated, survey findings identified there is an abundance of skills, talent, knowledge and expertise among First 5 LA Commissioners. Nonetheless, there were some themes within our four outcome areas that Commissioners expressed as not being very familiar with (e.g. built environment (38% familiarity) and substance abuse and mental health (69% familiarity)). Given this, staff is aware to be more intentional and strategic in providing additional background materials when bringing these specific items, as well as other items Commissioners are not as familiar with, for consideration before the Commission.

As first steps, Commissioners will be receiving requests to engage in activities and/or events that have been specified as a preference. Also, Commissioners will soon be receiving a Board manual for their reference where all Commissioner-pertinent information will be centralized in one document.

We recognize the information gathered from this survey is and will be an invaluable resource to First 5 LA in advancing our strategic direction. It will be a foundational tool as we identify additional approaches in providing more effective support to our governing board.