AGENDA

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

Budget & Finance Committee Chair: Robert Byrd

Thursday, May 10, 2018
1:30 PM

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

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1. **ACTION**
   Call to Order / Roll Call
   - Sheila Kuehl, Commission Chair
2. **ACTION**
   Consent
   - John Wagner, Executive Vice President

A.	Approve Commission Meeting Transcript and Summary Action Minutes - Thursday, April 12, 2018	3
B.	Approve the Monthly Financial Statements Month Ending March 31, 2018	108
C.	Contract: Approve One New Agreement, 8 Contract Renewals, and One Amendment and Authorize Staff to Complete Final Contract Execution Upon Approval from the Board	114
D.	Approve Amendment to the Strategic Partnership with the Los Angeles County Department of Public Health up to $10.1 million as the HMG-LA Organizing Entity and Authorize an Initial Agreement for an Amount up to $900,460	151
E.	Approve a Strategic Partnership with Pacific Oaks Education Corporation to Institute the Early Childhood Journalism Fellowship in the Amount of $328,000 and authorize First 5 LA staff to execute a contract	154

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

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

EXECUTIVE DIRECTOR
Karla Pleitéz Howell

EXECUTIVE VICE PRESIDENT
John A. Wagner

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

F. Authorize First 5 LA to Receive funds from California Department of Education (CDE) for CA-QRIS Certification Grant and Approve Resolution # 2018-01 158

3. **INFORMATION**
   Remarks by the Commission Chair of the Board
   - Commission Chair

4. **INFORMATION** **161**
   Executive Director's Report
   - Kim Belshé, Executive Director

5. **INFORMATION** **189**
   Public Hearing
   Receive and File First 5 CA's Annual Report
   - Armando Jimenez, Director, Measurement, Learning and Evaluation

6. **INFORMATION** **250**
   Draft of Proposed FY 2018-19 Budget (WRITTEN ONLY)
   - Raoul Ortega, Finance Director
   - Daisy Lopez, Finance Manager

7. **INFORMATION** **563**
   The Funder Perspective: What Does It Take to Do Systems Change?
   - Dr. Daniela Pineda, VP of Integration & Learning
   - Dr. Peter Long, President & CEO, Blue Shield of California Foundation
   - Dr. Meera Mani, Director, Children, Families, and Communities (CFC) Program, The David and Lucile Packard Foundation
   - Shane Goldsmith, President & CEO, The Liberty Hill Foundation

8. **INFORMATION**
   Public Comment (for items not on the agenda)

9. **ACTION**
   Adjournment

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SUMMARY ACTION MINUTES

FIRST 5 LA
Board of Commissioners Meeting
April 12, 2018
1:30-4:30 pm

COMMISSIONERS PRESENT:
Commissioners:
Judy Abdo (Vice Chair)
Bobby Cagle
Barbara Ferrer
Sheila Kuehl (Chair)
Yvette Martinez
Romalis Taylor
Marlene Zepeda

Ex-Officio Commissioners:
Karla Pleitéz Howell
Jonathan Sherin
Wendy Smith

COMMISSIONERS ABSENT:
Jane Boeckmann (EXCUSED)
Joseph Ybarra (EXCUSED)
Deanne Tilton (EXCUSED)

STAFF PRESENT:
Kim Belshé, Executive Director
Linda Vo, Board Secretary
John Wagner, Executive Vice President

LEGAL COUNSEL:
Craig Steele, Attorney-at-Law

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

1. Commission Chair Kuehl called the meeting to order at 1:33 pm. Quorum was present.

2. Consent
   A. Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, March 8, 2018
   B. Approve the Monthly Financial Statements Month Ending February 28, 2018
   C. Approve Strategic Partnership with UNITE-LA for Kindergarten Readiness Assessment (KRA)
   D. Approve Extension of a Strategic Partnership with The Regents of the University of California to have the UCLA Center for Healthier Children, Families and Communities Continue Providing Technical Assistance to support the Kindergarten Readiness Assessment (KRA) tool
   E. Approve Mid-Year Budget Adjustments for FY 2017-18
   F. Approve a Strategic Partnership with Dignity Hospital dba California Hospital Medical Center to Coordinate the Provision of Training and Materials to Support the Department of Health Services' MAMA's Neighborhood Program Expansion

M/S (Barbara Ferrer/Romalis Taylor)
THE ITEM WAS UNANIMOUSLY APPROVED

COMMISSION: (Items 3 – 9)

3. Remarks by the Commission Chair of the Board

4. Executive Director's Report

5. Communities Outcome: Approve Proposed Best Start Regional Network Grant Awards

M/S (Judy Abdo/Romalis Taylor)
THE ITEM WAS UNANIMOUSLY APPROVED

6. Families Outcome: Birth Disparities Update

   The item was presented by Ms. DuBransky, Ms. Angelats and Dr. Barbara Ferrer.

7. Break

8. Board Meeting Debrief from 3/8/18, Commissioner Breakout Sessions

   Ms. Altmayer gave a brief synopsis on the March 8, Commissioner breakout sessions and then had several Commissioners do a report out of their observations from the sessions.

9. Public Comment (For items not on the agenda)

ADJOURNMENT:

The Commission adjourned at 4:10 pm.

NEXT MEETING:

The next Commission meeting will take place on May 10, 2018 at 1:30 pm.

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

Meeting minutes were recorded by Linda Vo, Board Secretary

MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, April 12, 2018

750 North Alameda Street, First Floor

Los Angeles, California 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

Thursday, April 12, 2018; Los Angeles, California

1:33 p.m.

-oOo-

SUPERVISOR KUEHL: Welcome. Or as I say as a third grade teacher, good afternoon.

That's it. "Good afternoon, Ms. Kuehl."

I just came from three Metro committee meetings; so I'm in the right room. That is the room where it happens.

All right. We are called to order. And let us then have the roll call.

SECRETARY: Judy Abdo.

COMMISSIONER ABDO: Here.

SECRETARY: Jane Boeckmann.

COMMISSIONER BOECKMANN: Here.

SECRETARY: Barbara Ferrer.

COMMISSIONER FERRER: Here.

SECRETARY: Diane Iglesias.

COMMISSIONER IGLESIAS: Here.

SECRETARY: Yvette Martinez.

COMMISSIONER MARTINEZ: Here.

SECRETARY: Romalis Taylor.

COMMISSIONER TAYLOR: Here.

SECRETARY: Joseph Ybarra.

Marlene Zepeda.

COMMISSIONER ZEPEDA: Here.

SECRETARY: Carla Pleitez Howell.

COMMISSIONER PLEITEZ HOWELL: Here.

SECRETARY: Jonathan Sherin.

COMMISSIONER SHERIN: Here.

SECRETARY: Wendy Smith.

COMMISSIONER SMITH: Here.

SECRETARY: Deanne Tilton.

Sheila Kuehl.

SUPERVISOR KUEHL: Here.

SECRETARY: Quorum is present.

SUPERVISOR KUEHL: All right. Thank you very much. I think we'll begin by introducing our new alternate for the Department of Children and Family Services, Diane Iglesias. I want to welcome you. There's a very short bio here, though it's not been a very long life since you're such a young person. But still, she's been the senior deputy director at DCFS since 2014 where she manages the Office of Litigation and Risk Management Division. She has been a social worker for over 27 years, an attorney representing victims of child abuse, and serves an essential role in the field of avoiding and trying to prevent child abuse and neglect in Los Angeles county.

Please welcome Diane Iglesias.

Would you like to say a few words about yourself? It's a very friendly crowd, and we -- okay. Then you must say a few words about yourself.

COMMISSIONER IGLESIAS: I'm very excited to be here. And I hope Bobby will be here next time.

SUPERVISOR KUEHL: I don't think you're going to say that after the meeting because, truly, wait until you see.

Let us move then to the consent agenda and call on Mr. Wagner.

MR. WAGNER: Thank you, madam chair. Good afternoon, commissioners. We do not have any contracts being brought forward for your review today, but we do have a number strategic partnerships for your consideration. And for reference in context, especially for our new board members, strategic partnerships are established by the board under certain conditions when it does not make sense for us to do an open solicitation. And just similar to contracts, all strategic partnerships over $75,000 need to come to the board for approval.

And I should note that these strategic partnerships have been discussed at the program and planning committee conducted last March and reflect commissioner input. Along those lines, you'll see each strategic partnership memo does identify a category of

funding from which these strategic partnerships are funded.

So the first strategic partnership Item 2C is a two-year strategic partnership with Unite-LA for up to $415,000. Unite-LA is a nonprofit entity that leads collaborative educational reform efforts. And your approval of this partnership will continue the momentum of our efforts to explore in uniform and kindergarten readiness assessment, or KRA tools for Los Angeles county. This partnership will coordinate and build upon the funding already approved by the board for five school sites implementation of the early development index, or EDI, tool by bringing together cross-sector leaders to bring upon the experience of these five sites.

Item 2D is also focused on our work to advance kindergarten readiness. Back in July of last year -- so July 13th, the board authorized a partnership with the regents of UCLA, the sole entity licensed in the US to administer and collect data via the EDI tool that I mentioned. Your action on this item will allow to us continue to work with UCLA in this capacity. It would extend the strategic partnership through June 30th of 2020 and it would authorize funding of $1.6 million through that time period.

And I'll get back to Item 2E, but sticking with

strategic partnerships, Item 2F is the third one for your consideration. And it's with the California Dignity Hospital through June 30th, 2019, in the amount of $339,228. These funds would support the Los Angeles County Department of Health Services' expansion of MAMA's Neighborhood Program. DHS received federal approval to expand this program to include home visitation. And our funding would provide resources for training and technical assistance as DHS expands this program to include home visitation.

And the final on consent to draw your attention to is 2E. And this is your approval of the midyear budget adjustments. You'll recall that these were presented at the last board meeting and reflect the updated estimates of spending for our current year, 2017-18 fiscal year budget.

With that, I'll turn these back over to the chair.

SUPERVISOR KUEHL: All right. Thank you. Any questions from any of the members about any item on the consent agenda, any of the six? Were there any requests for --

SECRETARY: No public comment.

SUPERVISOR KUEHL: -- public comment?

All right. Do I have a motion to approve the

consent agenda?

COMMISSIONER FERRER: Moved.

SUPERVISOR KUEHL: Move and seconded.

Any objection to a unanimous vote in approval of the consent agenda? Seeing none, that will be the action.

That brings us to Item 3, just brief remarks from the chair. I was thinking we're going to revisit our breakout sessions from last month and talk about individually what each session kind of brought up for us, the notes from the session, et cetera, as you know. And I was thinking about the combination of the last two breakout sessions because, in the one before this one, we were talking sort of big picture. We were talking system change. We were talking about some ideas that encompass a lot of different areas across many boundaries. In this last breakout, we were talking about programs that we work with the county to do and how our mission is enhanced and in many ways brought to fruition since we are not only, but primarily, funders. And it was -- had a more sort of practical feel to it, though we were still talking, how do you convert a big picture to a practical action, you know, getting from the idea to the action.

And so I was thinking about how we continue to bring those two things together because we think about, what is the overall goal -- I'm not telling anyone

anything they don't know, but simply in terms of musings -- what is the overall goal of First 5, which we talk about every week and which was actually embedded in the initiative to begin with. And more importantly, how can we possibly carry out such an enormous reaching to try to guarantee a child's well-being and their families, that they can thrive, that they have a chance, that there's equity.

And we look at the relationship between and among all the ways in which we touch their lives. And I think about the County where we kind of started out as a health providing agency years ago, primarily what we did. We're also tasked with taking care of children, but it was more, let's carry out the court's orders and see how well we can do with that and how we've kind of morphed into a much bigger approach. And now we think about housing and its relationship to health. And pretty soon the County is going to be talking about a jobs-for-all program which is, you know, big reach in itself, but it's the connection between, you can't really get to great mental health if you're getting your mental health treatment on the curb. Housing is kind of an important part. Safety. Many of our new tenants wear their key around their neck as a kind of emblem almost, as a kind of totem. And jobs are the ways that you might keep that housing; that is, we can get

you into the housing, just not sure we can keep you there. And in the, you know, ultimate circle, hard to keep your job if you don't have your health.

So First 5 really looks at things that way as well: What's the overall goal, but how do we reach it one child at a time, one family at a time, one program at a time, one idea at a time. And I don't know that we'll ever get there. But it is kind of a miraculous notion to focus this kind of resource on this particular young population, because every time people talked about education, they always talked about K through 12. Very little discussion about early childhood education. They called it child care, not early childhood education. And it was tough even to change those words and that concept.

This actually -- this population is I think in many ways coming out into the light more in terms of how every program provider, theoretician is thinking about development. And the more evidence we have about how important those first few years are and indeed the first few months, the more important the work becomes.

So I think, as we think about the macro and the practical, that that's the context in which I think we place so much of what we do and what we're doing and how in my mind much of what we've done over these few years that I've been here ties together. So I'm, you know,

grateful to be part of the -- I don't know -- you know, standing on a lot of shoulders and maybe providing two for somebody else eventually as are we all.

So that's it. It's really musings, not much of a report. But I'm certain that you will have more to say. So it's over to you, Kim.

MS. BELSHE: I thought I might muse as well.

SUPERVISOR KUEHL: Musing is good.

MS. BELSHE: So, actually, my comments I think are a nice complement to your micro and more practical musings, and it's really -- I wanted to talk a little bit about this past week's First 5 California summit, which had the theme of leading the way for California's children. So this is the third summit that First 5 California has sponsored. And I want to acknowledge a number of our commissioners who attended it in whole or part -- well, actually, no one attended in whole because it's happening right now and we know where you are. But Wendy, Romalis, Marlene, and Dr. Sylvia Swilley participated in the preconference, which was a convening of commissioners from about 20 of the counties, as well as executive director staff, and Romalis also attended yesterday's session.

And the preconference I just wanted to say a few words about because I think it is a good example of the

macro and the practical. I thought it was just really exciting to sit at tables with commissioners and staff from other counties so we were not able to sit together. Although Wendy and Marlene actually were at the same table, but Marlene was sitting next to an executive director from Siskiyou county on one hand -- on one side and Ventura county on the other. And it was enormously exciting to sit with, listen to, and learn from our colleagues from around the state, and to see and hear about the exciting work that we are together doing that is so well aligned.

So there's this overarching aspiration in terms of child health, safety, and school readiness, and then learning on the ground about the kind of work that our county commissions are doing, the growing emphasis on and commitment to policy and systems change as a strategy for advancing change that can extend at scale and in a sustainable way; the focus on a shared policy agenda so that the -- the issues we are bringing to Sacramento and with our policymakers are the same issues that Siskiyou and Ventura and Sacramento are bringing; a commitment to aligning our storytelling, which I know is a big priority and theme of this board in terms of how do we tell the First 5 story with a very strong and unified voice on behalf of all kids.

It was humbling as well as really energizing in terms of seeing where the alignment is and the power that those 58 county commissions, coupled with the associated and First 5 California. Commission Chair George Halvorson from First 5 California was there as well as Camille Maben. But to see how this kind of network strategy that our board heard from Moriah Kenny in February about can really increase all of our impact, our influence, and prioritize funding for young kids.

So thank you to the commissioners for attending. I hope you both -- I know you contributed to and I am anticipating you also learned from your colleagues, and I know they were delighted to see First 5 California play the sponsorship role that we did and so many of you were there.

So back to you.

SUPERVISOR KUEHL: Thank you very much. Any questions to our executive director about her report? Any praise? Everybody wants to praise, raise your hand.

All right. And let us move then to Item 5, the approval of proposed Best Start regional network grant awards. I think we'll start with a presentation and then any questions from the board and then we have public comment.

So welcome.

MS. ALTMAYER: Thank you. Good afternoon, commissioners. I'm going to start with just a few introductory comments.

So today is an important milestone, and we're very excited to bring this action forward to you this afternoon. Like all important milestones --

MS. BELSHE: Lean in a little bit more.

MS. ALTMAYER: Like all important milestones, we did not get here by chance but by the work of many, many individuals that contributed to bringing this action before you today.

First, I'd really like to recognize our community partners and the representatives of many community organizations that have been with us on this journey. You'll hear more about that journey in just a moment. But have worked with us, have been patient with us at times as we learned, has provided us very important input that has been incorporated at every stage of the development of this project.

Secondly, our own staff from across the organization that have been involved. There have been many hands throughout the organization from our administrative department and from our policy department, from our programs department, from our integration and learning divisions -- excuse me -- that have all

participated in this process. And this work could not have been done without those many hands on this clay. So we want to thank them. And that work has really been guided by Antoinette who deserves a tremendous amount of recognition for this process. And you'll hear from her in just a moment.

And, finally, you, our board, that have been incredibly important and a very important voice in as we thought through this process and be reflective of the priorities that have you set out for First 5 LA. We want to particular thank the members of the PPC that we previewed this presentation with at March and who gave us a tremendous amount of feedback that, hopefully, we have fully incorporated to reflect some of the questions and comments that you provided. And we thank you for that thoughtful feedback. It was really helpful as we thought how to best convey this very complex and long-worked project to come to fruition today.

Most importantly, this action today is so important because it furthers what we know to be true; that to make a difference in the lives of children, that we need to make a difference in the community in which they live, in which they play, in which they learn. So today is a big step forward hopefully improving those communities and breaking down the barriers between the

services and supports that work within the community to support them and make them more -- force those parents to be more directly involved in driving the improvements in their own communities. So we know and when we believe it is so central to our work that families are at the center of this work and we hope that this action helps elevate the voice of parents and families of all of our work.

Our work is grounded in our fundamental community outcome, which is to increase community capacity to support and promote the safety, healthy development, and well-being of children prenatal to age five and their families. So today is a big step forward in making progress on that outcome. We look forward to having our relationship with parents and community members that have been actively involved to be strengthened and to elevating the voice of parents in our work. And we look forward to developing these partnership with community agencies that we know will be essential to making this work go forward for the long term and to make sustainable improvements for the communities in which children live.

With that, I will pass it over to Antoinette who will walk you through the recommended action.

MS. ANDREWS BUSH: Thank you, Christina. Good afternoon.

SUPERVISOR KUEHL: Right into the mic, please.

MS. ANDREWS BUSH: Is that better?

SUPERVISOR KUEHL: Yes.

MS. ANDREWS BUSH: I have to adjust for my height.

And welcome to Commissioner Iglesias.

In March, I said to the program and planning committee, this is the moment we've been waiting for. Actually, this is the moment we've all been waiting for. So today's presentation I'm going to cover four Ws: Why Best Start and why a new structure, what the new structure is, who is involved, and what resources support implementation.

Now, before I go into the presentation, I want to offer a reflection from an experience that I had during the First 5 California summit. First 5 LA, along with First 5 Alameda, we hosted a luncheon on Tuesday because we wanted to get a sense of whether there was interest in First 5s to participate in a neighborhood-based learning community. Because there are certain First 5s that do work at the neighborhood level, what can we learn from each other. So we wanted to kind of test this out and see if there is interest. And there is consensus to move forward with this.

But one our colleagues up north had -- she made some comments that were very profound. One of the things

that she said was, the way in which communities are structured and the systems at play that reinforce community dysfunction say a lot about what society thinks about the people that live within them, and that the issues are so complex and that we're failing kids, that we're not doing right by them, and we're all struggling to get this right, and it isn't just about implementing programs.

And I was reflected on this. And it still sort of makes me emotional about what she says about not doing right by them. We have to work side by side with others. It really does make me emotional. Because we have to stand up for justice and the right of every child to grow healthy and whole in mind, body, and spirit; not just to reach their, potential but to live that potential fully.

And I was thinking about that and I was saying, well, this is what Best Start is all about. I'm so sorry. I wasn't expecting to be emotional during this.

COMMISSIONER TAYLOR: As they say in church, go ahead.

MS. ANDREWS BUSH: But throughout history, the heartbeat of any change has been people. And that's what First 5's investment in Best Start is really about; it's about the people. It's about the parents and residents and organizations who care deeply about making sure that

communities are places where children can thrive. That's what it's about. And we're so passionate about this, obviously, that I wish I could stop crying. But we're so you passionate about it that that's why we developed community partnerships back in 2009 and why we started -- why we developed 13 more partnerships in 2010. That's why we have 14 Best Start communities and community partnerships that function as the platform for people to come together to make a difference for kids.

But we know that our good intentions and all of our passion doesn't always line up with the way we structure the various initiatives that we want to implement. We've learned a lot of lessons about what works and what doesn't work. You've heard from community members about what works and what simply does not work. And so we've set ourselves upon this learning and development journey. Or as the Beatles would say, it's been a long and winding road to get to where we are. Because we wanted to get this right and we wanted to hear from the many stakeholders who really care about this work.

Now, this slide represents 25 distinct steps to get us to where we are today. But we've appreciated the journey because, as I said, we wanted to get this right. We wanted to get input from community members, from

organizational reps, from the board, and from our staff. And we really, really appreciate everyone's time and attention to this. And although the star makes it seem as if it is the end of the journey, it is actually just the beginning. And I'm reminded of my high school valedictorian speech when I told my classmates that we've climbed the hill, but the mountain is still ahead. And I want to say to the board that we've got our gear on and we're ready for the climb.

So after lots of conversations and careful consideration, we landed on a structure that builds upon existing community assets and deepens collaboration and network building at a regional and local level. And we believe this regional and local network approach will help to expand resources, relationships, and momentum within and across communities around a shared vision for kids.

In May 2017, the board endorsed this new structure, which included five regions with up to four communities per region as shown on this slide. And some of the factors that we used to determine the regions included a shared history and infrastructure, proximity, supervisorial district, the potential for cross-community learning, as well as community feedback.

The structure also includes regional and local level functions that promote synergy across communities in

areas such as learning and resource mobilization and advocacy while also providing direct support to each of the 14 community partnerships.

Now, I'd like to call your attention to the last bullets in each of the boxes because one of the things that we've discussed throughout this process is sustainability. The regional network grantees and their partners understand the importance of attracting and leveraging resources beyond First 5 LA funding. And we want First 5 LA to move from being the sole funder to one of many funders supporting the partnerships. Each of the functions outlined on this slide are about positioning the partnerships to drive and sustain a community change agenda that advances policy and system changes within their communities.

Along with board endorsement of new structure, the board also authorized staff to move forward with implementation planning and procurement. In September 2017, staff released the Best Start request for proposals which led the way to a new way of doing procurement for First 5 LA. This process was grounded in First 5 LA values of collaboration and partnership, shared leadership, and respect. We sought to balance these values with the reality of being a public entity using a competitive grantee selection process.

So we did two really important things. First, we provided opportunities for organizations to network with each other and community members while the application process was ongoing. So we were waiting for proposals to be submitted. But during that time, we did networking events and all kinds of things to ensure that we were promoting the kind of collaboration that we seek through this investment.

And, secondly, we included community members in the proposal review and interviews. There were 19 community members. I want to be very accurate. 19 community members who worked along side First 5 LA staff in reviewing all the proposals and participating in the interview process. And that meant us translating each proposal and showing that there was translation, that there were no barriers to participation in the review and selection process.

And we received some positive feedback. One community member said she really appreciated being part of the process and it's much more than dressing nicely and being friendly.

Now, as a result of an intensive review and selection process, five regional networks with local network partners were selected. Before reviewing a specific recommendation for each region, our goal was to

review the overall financial context for these recommendations.

When the board endorsed the new structure in May 2017, it included a contracted cost not to exceed $15.5 million annually. The initial grants for the regional network grantees cover a 14-month period and will not exceed $16,538,500. These amounts are included in the board approved 17-18 budget, are consistent with the most recent long-term financial projection, and will be incorporated in the proposed fiscal year 18-19 budget drawing from the assigned fund balance category that supports the work of strategic plan.

Now, on the slides that follow the board will note variances in grant amounts per region. These variances are based on three factors: The size of the region. Some regions have four communities; others have two. The additional amount for metro LA to support the existing Best Start infrastructure that was in place prior to the shift to the new structure. And, three, the balance of the $1.95 allocation per community for community-identified projects.

It should be noted that the current Building Stronger Families grants drew down resources from this allocation. The difference between these contracted amounts and the $1.95 million per community is

incorporated into the funding for the regional and local grantee -- the regional network grantee over the remaining two years of the strategic plan.

The next few slides will provide the specific recommendation per region. Although the grant agreement established with the regional network grantee, these grantees represent a network of partners that will work together to fulfill the regional and local level functions that support the operations and support -- and the work of the community partnerships. Attachment B, included in the board materials, provides information on each regional and local network including roles and description of partners.

So now, if I had a drum, would I beat the drum for the drum roll. For region one, central east for the communities of metro LA, east LA, southeast LA, and south El Monte/El Monte, the recommended regional network grantee is Para Los Ninos. Para Los Ninos has been dedicated to the academic success and social well-being of children for 38 years. They've put together a teem of partners who espouse a set guiding principles such as dignity, inclusiveness, and being informed and led by parents.

Para Los Ninos has been functioning in a similar role as the lead agency for Best Start Metro LA which was a pilot community First 5 LA started in 2009. We're

excited about how they will incorporate their learnings in their work with the other communities in region one. We are recommending a grant not to exceed $4,528,500.

For region two, south LA covering the communities of Broadway Manchester, Compton/East Compton, Watts Willowbrook, and West Athens, the recommended regional network grantee is Community Health Council. Community Health Council has been working in south LA for 26 years convening and facilitating coalitions to address the policies and systems that affect communities. The partners at Community Health Councils has brought together -- the partners at CHC are guided by strengths based in trauma-informed approaches grounded in mutual respect, equal and equitable voice, and cultural responsiveness. We are recommending a grant not to exceed $5,002,500.

In region three, covering the communities of Northeast Valley and Panorama City and Neighbors, we are recommending the regional -- El Nido Family Services as the regional network grantee. Their mission is to empower families to break the cycle of poverty, child abuse, and neglect, violence, academic failure, and teen pregnancy. El Nido have been providing services to children, youth, and families for 93 years and have been committed to working specifically in the valley for 36 years. El Nido and its partners have a core set of values that drive the

work. Some of these values include fairness, inclusion, and the right to self determination. We are recommending a grant not to exceed $2,412,500.

For region four, four cities covering the communities of Central Long Beach and Willmington. The recommended regional network grantee is The Nonprofit Partnership. The Nonprofit Partnership has been supporting organizations and individuals for 25 years in learning, growing, and strengthening their ability to make positive change in their communities. The Nonprofit Partnership and its partners share core values such as compassion, justice, and stewardship. One of the exciting things about this team is the opportunity to partner with and build upon the work of California Endowment's Building Healthy Communities initiative.

Long Beach forward, which is listed here as one of the key partners, was created by the California Endowment in 2010 as the Long Beach hub for the Building Healthy Cities Communities -- Building Healthy Cities Initiative. We are recommending a grant not to exceed $2,362,500.

And, lastly, but certainly not least, in region five, the Antelope Valley, covering the communities of Lancaster and Palmdale, the recommended regional network grantee is the Children's Bureau of Southern California.

Children's Bureau was established in 1904 -- that was 114 years ago -- with a mission to protect vulnerable children through prevention, treatment, and advocacy. And it has been serving the Antelope Valley for 34 years.

One of the exciting things about this recommendation is the opportunity to incorporate learnings from the Magnolia Place Initiative where Children's Bureau is working to develop a national model to transform at-risk communities. Children's Bureau and its partners are committed to resident-led and resident-owned civic engagement grounded in a set of values that includes respect, honesty, and authenticity to the voice of community. We are recommending a grant not to exceed $2,232,500.

We are so excited about working with such a diverse group of organizational partners who will work with us to achieve two goals: First, that the community partnerships would have a structure that reflects the capabilities, values, and approach to cultivate strong collaboration between parents, residents, and organizations. And, secondly, that the community partnerships are positioned to drive a community agenda.

The grant agreement will be an outcomes-based grant agreement with the goals that I just discussed and outcomes outlined in the scope of work. In attachment A

in your packet, there's a list of the outcomes, the intermediate and short-term outcomes that will be included in the scope of work. Year one indicators of progress will be co-designed by the regional network grantee and First 5 LA to account for community context.

So far, I've covered why Best Start, why a new structure, what the new structure is, and who is involved. Now I'm going to turn our attention to what resources will support implementation.

First, the Center for the Study of Social Policy has been providing support to the community partnerships for over seven years, and they have been a great thought partner to us. They have a lot of experience and information to share with the regional and local networks. Staff anticipates extending this contract for three months to facilitate knowledge transfer.

Second, staff is working to developing a strategic partnership with the Center For Collective Wisdom to integrate the trauma and resiliency-informed systems change framework into our community capacity building approach, which was one of the recommendations from the countywide trauma and resiliency systems change report. Staff will bring the proposed strategic partnership to the board for approval in June 2018.

Now, if you are wondering -- because it just hit

me. If you're wondering why I'm saying staff will bring by June but the dates say April, per our procurement policy our initial work with the Center For Collective Wisdom is under 75,000. And per our procurement policy, that does not require board action. Anything that we do above that, as we think about next year, we are sort of -- we're planning that right now and we will bring that to the board for approval.

Lastly, we recognize that the shift to a new structure requires the communities department to adapt to new roles, to improve strategy coordination and integration, and to work for achieve milestones for year one of the new structure. LF Leadership has been selected to support the communities department. Resources for all three strands of work will be included in the proposed fiscal year 18-19 budget.

Other implementation considerations include the Best Start learning agenda. We are still in the midst of the finalizing the learning questions, considering how we're going to answer these questions and who is involved along the way. Secondly, there are organizations that have been part of the community partnerships from the beginning. And most of our capacity building support has been directed to the parents and residents of the community partnerships, not necessarily these

organizational partners. So this provides an opportunity for us to provide some support to local organizations that are part of the community partnerships, but who are not formal contracted partners of the regional and local networks.

And, lastly, we're thinking through the opportunity to bring together grantees from across the communities strategies, grantees that are focused on built environment policy and advocacy, focused on direct service delivery, as well as the regional and local networks, to really fuel this peer learning across strategies and across sectors.

Now staff is in the planning phase of all three of these. And as the work unfolds and have you a more formal product, we'll bring that to the board for consideration.

As the board prepares for its deliberation and vote, I want to quickly review next steps. With the board's approval, we will complete grant negotiations with the recommended regional network grantees for the contracts to be executed and beginning implementation in May 2018. And staff anticipates bringing implementation update to the program and planning committee in the fall of 2018.

To review, staff is requesting approval of the

five regional networks grantees as well as approval for the executive director to continue negotiations and execute final contracts within the maximum funding limits per grantee as listed on this slide.

And, lastly, I want to say thank you. Thank you to the board, thank you to -- wow. I didn't realize all these people were here. Thank you to everyone here. Thank you to every community member, every organizational rep, those who are here, those who aren't here. Some of those folks who aren't here are represented in this picture. And this is just a snippet of the number of people who really care about this.

And, lastly, I want to say, every time the board makes a decision about how to use the resources that we have been entrusted with, you are standing for justice and you're standing for the right of every child to grow up healthy and whole in mind, body, and spirit. That's our vision, and it's a vision that we share with every community member and every organization that works tirelessly to ensure that kids not only reach their potential but they live their fullest potential and they have their very Best Start in life. I appreciate you and the opportunity to be vulnerable before and you everyone in the audience because this really matters.

And with this, I want to turn it back over to the

board.

SUPERVISOR KUEHL: Thank you very much. I think it should be clear that there's no member of this board to whom you need to apologize for being emotional or vulnerable. We count on our staff, our volunteers, the community, all the people with whom we work to care about this. Otherwise, what the hell?

And it's almost like this is business, we're not supposed to bring emotion into it. It's not business. This is about children's lives and their families. And thank you very much for the presentation. I promised Diane that she would be really glad that she was here, and it's not a usual board meeting kind of thing. And this is a very good example.

I'm going to take public comment up before comments from our commissioners because several people, you know, really need to leave. Let me also indicate that some of the request for public comments indicate that they wish to ask a question. It is not the custom of any public board to have a dialogue with any people making public comment. So we hope that you will present your testimony and your question if you like. But if you want an answer to a question, it is very good to put it in writing. You can even do it right here on any of these. If you want us to answer, give us an e-mail address or

snail male address and we will answer your question, but we don't do it at the board meeting.

So let me call -- we have, as I said, a few people. Let me put on my glasses. Looks like Kathy Shriner. And after that Leslie (inaudible).

SPEAKER: Good afternoon, commission, staff. I'm with the Best Start Panorama City and Neighbors. So I'm Best Start. You can see that by my button. And we're certainly very excited we've reached this point. So I need to thank Antoinette and all the staff and everybody because it has been a long process. I would say that we were excited but anxious, and that's probably normal for where we stand.

There's just two cautions I would like to say to the program and planning, so I'm just going to give short version this time. We really hope that this is going to result in more flexibility and prompter response when we want to be able to do things, to procure things, to -- you know, to get -- go in motion and get things taken care of. We have understood the constraints First 5 works under. We just hope to have them put very many of those constraints on our regional and local networks.

And the second one is that we hope that we will not be in the position of always responding to some new initiative from First 5 LA because it has really over the

years been quite disruptive to projects and things we wanted to put our time into to always have to stop and respond and consider and whatever.

So both of those things I think would help us all in implementing the new model. Thank you very much.

SUPERVISOR KUEHL: I call Leslie Abundee (phonetic). And after Leslie, Micele -- it looks like Etorbeday or Etorbeed. Forgive me because it could be either way, couldn't it?

Welcome.

SPEAKER: Thank you. Hello my name is Leslie Abundee, and this is Micele Etorbeed. He is my partner. And this is our two-year old son. We are from El Nido Building Stronger Families. And I just wanted to say something about myself, is that we're from Compton and we were -- we've been raised there our whole lives. That's where we actually met in high school and this little blessing came into our lives my senior year of high school.

Well, the Building Stronger Families has helped us so much. I wish I knew about the program while I was pregnant but, unfortunately, I didn't. It was probably until like a year later. And they've helped so much. They've been a support group -- and, you know, it's -- it's nice because I got to meet people, you know, around

the same age as us with the same situation as us as well. And on behalf of Building Stronger Families, young drive parents leadership group we welcome the third annual by teens for teens, teen and young parent conference at the Compton Dollar High Community Center. The YDP is compromise and teen and young parents from the BSF program. We are responsible for planning and facilitating the teen and young parent conference. Moreover, YDP is a -- the core teen and young parent leadership group charged with overseeing, advising, ensuring, and all the BSF program activities are teen and young parent friendly and relevant to our peers in the program and the community.

We are teen and young parents with children from zero to five from the Compton community who are making a difference for our kids and our community as well. Furthermore, we are proud to represent El Nido Family Centers Building Stronger Families and the Best Start Compton East Compton movement. Thank you.

SUPERVISOR KUEHL: Thank you very much. Thank you. After Micele, may I have Josephine -- looks like Jenedles (phonetic).

SPEAKER: Good afternoon. My name is Josephine Gonzales. I work for Nido Family Centers. I work in the office. I'm also a participant of the Building Stronger Families. The goal of the conference is to build stronger

social connections between teens and young parents, social service providers, educational institutions, and other Compton community stakeholders. This year the conference NF15, Building Stronger Family has partnered with the City of Compton, Compton Unified School District, Assembly Members Mike Gibson's office, and Southern California Gas Company as a way to empower teens and young parents to assess and use and drive the community resource.

SUPERVISOR KUEHL: After Josephine, Jennifer Rodriguez.

SPEAKER: Hi. Good afternoon. My name is Jennifer Rodriguez. I'm a participant from Building Stronger Families from El Nido. I have a two-year old son. As a young parent, the bill would help many teen parents. When I got pregnant, I was only 16-years old. I used to miss school because of appointments I had, my baby getting sick, not being able to have someone watch my baby while my mom had to work. The bill would have helped many teens like me in many ways. The bill is letting teen moms being able to get two or three weeks off after the pregnancy for teen moms who have C-sections or problems during pregnancy. They give up to eight weeks.

It was really hard for me the first few weeks because my baby -- when my baby was born, I was new to everything. My baby would cry almost every night for a

month. I wasn't able to get some of my work done.

As I started participating in the Best Start partnership, I began to understand the importance of being part of Building Stronger Families. I can help make a positive change with teens and young parents in my community. With that, I said, I want to know what is in our future with the new agencies coming in. Is there a safe place for me as a parent and my son?

SUPERVISOR KUEHL: Next Saul Figueroa. And after Saul, Crystal Pitts.

SPEAKER: So Jennifer was speaking to AB-22 -- 2289, and that's the bill to extend educational rights for teen and young parents that are in school. And she was basically explaining, if that bill would have been in place, that she would have more time to see her child while he was sick and going to the doctor, or taking it up to six to eight weeks of family leave during her pregnancy without being penalized and without the district being penalized in regards to the ADA money. So she's working on our advocacy component. We will be going to Sacramento on May the 2nd. And so she's trying to get her speaking points together. And I'm happy that she was able to do that today.

First, again, my name is Saul Figueroa. I'm the program manager for Building Stronger Families in Compton

East Compton. I'm part of El Nido Family Centers. Not only do I work in the community; I live in the community that I work in. One of the things about the RN and the LN, we are very excited that El Nido Family Centers has been selected for the Valley RN position. However, we are very disappointed that we did not get selected for region two, the South LA, because we had applied for both. And I think that one of the things that, you know, with Antoinette being so passionate, I feel like I couldn't be who I am if I didn't -- if I didn't say my disappointment in El Nido not being able to do the work that we know we could do and to feel that we were the best positioned, we have the longest history as a agency in regards to the Best Start communities. We feel that the agency and their partners that were selected, they don't have the long-term history of being in the Best Start communities. And we feel that we -- the El Nido as being an active member in the South LA Best Start communities, we were penalized because of our -- we spoke more to our experience and the knowledge of the new structure.

Having said that, we are more than happy and looking forward to working with this -- this new organization coming in as RN and be supportive. However, we will be holding them accountable and look to be held accountable with our teen and young parents. Thank you

very much.

SUPERVISOR KUEHL: Thank you, Mr. Figueroa. Crystal Pitts and then Gabby Rodriguez.

SPEAKER: Hello, everyone. My name is Crystal Pitts. I am a native of the west Athens west Monte community and also local grassroots business owner in that area. And I'm here today to just to address a couple of concerns because I was also a very active member of the transition team meetings. And I just feel as if there's still some questions and concerns that the community have, one that -- though this transition and structure is going to be great, we're still unsure of the process. We're still unsure of the effectiveness and the process of the procedures that are in place. We still feel as if there was till some questions and concerns that we had about First 5. And now we're moving to a new structure, and it's going to continuously overlap with this inconsistency of unaware.

We do appreciate that there are views and things looked at differently now as local levels, but we also feel as if there -- people have a name and history and that's what's being recognized that have been on the ground and in the community. And speaking on behalf of El Nido, me as an organization, I feel as if maybe they didn't get chose because they had me on their team, and

I'm a grassroots, under $25,000 organization, but has been very, very, very active in my community.

So, therefore, I feel as if sometimes you have good intentions, but maybe until you're on the ground, you're in there with us, you're not looking at the same things we're looking at. In our community we have a lack of trust. We have a lack of people feeling like their organization is really there to support the community, and they're not county pimps, if you guys know what that means.

So I'm hoping that with this new structure there is accountability measures in place and that you guys do consider looking at -- we talk about capacity building for local organizations, it's not bringing in more teams and telling them what to do, but actively supply the support so they can position their self to be in the position to where there are grants and there are supports that they can receive it and not overlook because they don't meet the financial statute or the names on the big level, but on the community level they're well known.

Thank you very much.

SUPERVISOR KUEHL: Thank you. Gabby Rodriguez and then Jacquelyn Sanchez.

SPEAKER: Good afternoon, everyone. I'm from Building Stronger Families, and I'm here to cordially

invite everyone to our third annual teen and young parent conference that will be held April 24th from 9:00 to 2:00 at our Dollar High Community Center in Compton. It is completely organized and planned by our teen parents. So we do offer a wide variety of workshops and we also offer over $1,000 worth of incentives and raffle giveaways for our teen parents and their children.

So I will leave my information and everyone is interested, but everyone is invited to the third annual teen and young parents conference.

SUPERVISOR KUEHL: Thank you very much.

Jacquelyn Sanchez. Welcome.

SPEAKER: Thank you. Hi. My name is Jacquelyn Sanchez. I'm part of the Building Stronger Families in Watts Willowbrook. I'm here to represent my group. I've been in the group for two years. I just want to thank everybody here. Because of Crystal Stairs and my parent cafes, I have so many opportunities and I felt like I've grown so much since I had my daughter.

I got my first jobs there. I continue to be motivated to finish high school. And the group is not only just a support; they're basically my family. And I'm really sad that not all of them are here today, but I'm here to represent them. And I know that this is important for them because they -- every single time we go to the

parent cafe, we learn something new. And it's -- the knowledge, it's going to help us later on. It helps us with our kids. And I'm really thankful for everything and I hope that it continues. I hope that the support continues and I hope the knowledge continues because I'm just -- I'm really excited to be part of this. It makes me feel like I'm something big. And I see that like a lot of girls and myself, we want to help not only ourselves but everybody else, our families and other people in the community.

Thank you. Thank you very much.

SUPERVISOR KUEHL: Thank you. Those are all the requests that I had written to speak. Is there anyone in the audience who thinks they signed up and weren't called?

All right. Let me then go to our commissioners. Anybody got any reactions, responses?

Marlene.

COMMISSIONER ZEPEDA: Thank you, Antoinette, for your presentation. It has been a long road. And I really appreciate the thought that has gone into this.

I had some questions or I just need clarification where you have other implementation/considerations, and that speaks to one of the comments that was made by -- earlier having to do with capacity building within the hubs and within -- because I think that that's really part

of a larger concern in terms of capacity -- sustainability because, how do we help these community-based organizations refine their skill sets, if you will, so that they can find funding in other place and things of that nature. So I'm wondering if have you any comments or reactions to that.

MS. ANDREWS BUSH: This is exactly why we're considering this at this point. As Ms. Pitts pointed out, she, along with other organizations -- these are our folks that are very committed to their communities. And we recognized that this was a gap in how we have implementing Best Start. And so the idea right now -- although we're in the planning phases, so I don't have a lot of details, but the idea is, can we imagine a -- the opportunities that these smaller organizations might have if First 5 LA were to partner with organizations like a nonprofit management support organizations who are in the business of providing very specific capacity building, training, and other types of opportunities.

This isn't First 5 is going to say, here's your core set of trainings and this is all you get. But rather, these kinds of organizations provide a range of resources and support to small organizations, all size organizations, actually. But the small organizations may not be able to afford the resources that these -- may not

be able to afford the membership that is required or the fee that is required to participate in some of these things. So that's what we're thinking about: How might we partner with some of those kinds of organizations so that the range of training and TA that they provide the organizations would have access to, not driven by First 5 LA but sort of like what they feel like they need.

COMMISSIONER ZEPEDA: Thank you because I know that that's just been an ongoing issue for us as we move along. Thanks.

SUPERVISOR KUEHL: Carla.

COMMISSIONER PLEITEZ HOWELL: Thank you. Following up on this. There's definitely the resource aspect of it, and under our goals and outcomes Attachment A --

SUPERVISOR KUEHL: I'm not sure they can hear you all the way in the back. Talk right into the mic.

COMMISSIONER PLEITEZ HOWELL: Under Attachment A, goals and outcomes, if we hold ourselves accountable as First 5 LA and really adding teeth to what Dr. Zepeda is saying in terms of how we will support those smaller nonprofits that may have not made it to the elevated level, so a proposal to add to the goals and outcomes. And within that, a second aspect of that is the diversity of the five regions that are being supported.

So I'm going to step back. We're moving in this direction. There's been a ton of work, and it's really wonderful to see that there's support from the community and we've thought about this a lot. And as we do that, how do we stretch ourselves to keep true to some of the things that we heard today. And one of those things that gives me slight pause is, as we look at region one, region one has so visually on the map has sort of metro on this side, southeast LA and it's a pretty big region. And as we think about the meeting will likely happen at metro, can we keep a diversity of our partners involved. And there's local and regional partners that we call out. But as we think about southeast LA in representation of whom will currently be funded, it's not really represented by the partners that are there.

So then, again, going back to Attachment A, how do we include that to make sure that we have a diversity of the partners that we started with. And it speaks a little bit to what Dr. Zepeda was saying in terms of making sure that we're thinking about capacity at different levels. And I think there's an area for growth under Attachment A, goal 9, for really calling out diversity of partners from the different ZIP codes that were identified early on under at Best Start.

MS. ANDREWS BUSH: That is a consideration that

we have been thinking through as well. So the -- yes, if you look at region one, metro on one side, south El Monte/El Monte on the other side meeting -- the intent is not for meetings to happen in metro. The intent is for the meetings that happen right now in south El Monte/El Monte and every community partnerships stay as is. So the structure is, we have a regional partner, but the support is very local.

To your point about southeast LA, we have been in conversation with Para Los Ninos particularly around this. They are aware. And the intent is to build upon the local infrastructure that exists. So, for example, the Cella (phonetic) Collaborative, which we're planning to do some work with. So it's about connecting those various resources.

The other thing on this issue is, what we're bringing to the board today for approval is a course set of regional and local network partners. The intention is that these networks do not remain static. So that's why we have a network-based approach because, as the work continues within communities, the intent is that the network grows. And so the work that we're doing to support the capacity of small local organizations is also about bringing them into the fold as well. So it is not -- although we're bringing a specific recommendation

today, this is the beginning point of a much larger effort to build a network of organizations and individuals all working to advance a shared vision.

SUPERVISOR KUEHL: Romalis.

COMMISSIONER TAYLOR: I think this gets to the point we were having in a dialogue about sustainability in the P and P program and why it's important that each of these networks look at finding other funds to expand on the existing programs so that the community, as they identify needs, they can actually create other partnerships outside and above and beyond what we're doing. We're just the seed. The purpose of this is for them to listen to those community groups about what they need and help them find that resource. That's why, when I looked at it and I saw, state, county, and other forms of -- of checking and getting funds to bring in to expand on this, on the base and the efforts based on what the community want to do, that made sense. And when I didn't see it in certain ones, it didn't make sense. So the idea is to make sure that all of these networks are doing it at all levels, including the county, state, city, federal, philanthropy, whatever it is based on what they come together as a group and a network to say, what are our needs, what are we doing, and where can we get the resources to expand on that, and not be solely reliant on

what First 5 is doing. We're just the founding piece of it to give them the opportunity to do greater things. And that's what I'm excited about.

That's why I liked your restructuring of each of these networks. And the detail they went into in this is phenomenal. So the idea is to do that. And it shows that it's there. The goal layouts are very important. Those goals are serious things that say, we expect that those networks will go out and do those things and think beyond what we're doing. We're just the foundation. I'm interested in the creativity of these networks and what they do and what they learn between each other. I know you're going to hold sessions that say, bring the networks together, what we learned, like you've done in the past under the partnerships. So the idea is that we're not going to lead this alone, we're going to expand to that.

With that, I'm hoping you will revise the one for El Nido where it covers the local resource mobilization and add to it state, federal, and any other resource necessary to fulfill their plans and strategies to help the community because in all the other ones, it says that, except that one.

MS. ALTMAYER: If I could just clarify that point. We were carrying forward how the partnership described themselves in that attachment. But within the

scope of work for all of the regional entities and the local entities is a specific element related to sustainability. So that was -- we brought forward their description. But you are absolutely right, Commissioner, that all of the contracts include provisions for leveraging resources and thinking about sustainability.

I also wanted to clarify the point about the organizational capacity building opportunities that we are working through how that will be executed. It needs -- it will not necessarily flow through the RN contracts, that those -- that funding may be directly from First 5 LA to -- and providing some -- whether it's training, capacity building, resources for those organizations to have learning opportunities and to be involved.

So the specifics of how that's working is part of the implementation consideration, but I just wanted to make sure that that was clear as kind of -- thinking through that is still a work in progress.

SUPERVISOR KUEHL: Thanks to all. Thank you very much. The action would be a motion to approve the proposed Best Start regional network grant awards.

COMMISSIONER ABDO: I'd so move.

SUPERVISOR KUEHL: Is there a second?

COMMISSIONER TAYLOR: Second.

SUPERVISOR KUEHL: Seconded by Romalis if there's

anyone's keeping track. Is there any objection to unanimous approval of these grant awards? Seeing none, that will be the action. Thank you very much. Thanks to the community. Thanks for all of that great work.

(Applause.)

SUPERVISOR KUEHL: I just want to say I have some informal time kind of guidelines for our various items, and this one was supposed to go from 1:55 to 2:40. Okay. Only two minutes off.

The next item, Item 6, is an information item. A very interesting, important and compelling information item for us. So we're ready to go. Please begin. Thanks.

MS. ANDRADE DUBRANSKY: Good afternoon, commissioners. And I just wanted to say congratulations to the Best Start communities, to the communities department, to the board. This is very exciting. The entire staff supports our communities department in this and are very excited for them and the community residents.

So this item. We want to give you background on the status of birth disparities experienced by African-American women in Los Angeles county. When Antoinette spoke about children getting off to a good start, it starts prenatally. And, actually, in many ways, it starts before a woman gets pregnant. It starts with

communities supporting women so that they're healthy and ready to have a healthy pregnancy. And so I think there's no better connection than our looking at how our communities support families and looking at birth disparities.

So we want to provide some status of our disparities in LA county and then we want to learn a little bit more about the approach to eradicate this disparity in LA county that's being lead by the Department of Public Health who has pulled together a large stakeholder group to engage in this work. And then, finally, we want to give you an update on what First 5 LA's role will be in supporting this effort.

So for context, in addition to your memo and your PowerPoint in your packet, you have the County's five-year plan for eradicating birth disparities released by the health agencies health equity office, as well as Duke University's Fighting at Birth - Eradicating the Black/White Infant Mortality Gap, as context for today's item.

So with that, Dr. Ferrer is going to give us a bit of background on this status for disparities in Los Angeles county.

COMMISSIONER FERRER: Okay. Do you want me to -- do you need me to go there? Or I'll just stay there. So

long as --

SUPERVISOR KUEHL: So long as we can hear you clearly in the microphone, we are happy for you to stay in your seat.

COMMISSIONER FERRER: I'm happy to stay here as long as you guys are.

I want to acknowledge Dr. Allen was here before. And she's been really leading a lot of this work, along with so many people both at First 5 and throughout the county. But she's doing another presentation at our science summit, so she needed to run off there.

So but we're excited about this opportunity to talk about this issue. We, obviously, feel very strongly that at birth every child deserves an equal chance of survival. Currently, in LA county -- and we're not unique -- really, across the country, black babies die at a much higher rate than all other babies that are born. And here in LA county, it's actually three times the rate. We have to acknowledge that, while it's very appropriate to first think about explanations around this difference in a birth outcomes as being more associated with economics status and/or with education and/or with engagement with the kinds of services and supports that would help you have a healthy birth, there's ample evidence to suggest that, unfortunately, while those are all important factors, they

have absolutely very little to do with the gap that we see.

I think it's important to put that in context because we all have our own narratives that we tell ourselves when we see information that shows that there's inequity by race or by gender. And in this case, there's been ample research done to show that, you know, black women, for example, who are college educated still have worse outcomes at birth than white women who haven't graduated from high school. Black women who have ample income, you know, middle class, upper class, professional women, have one and a half times more likely to have a low birth weight baby than a white woman who's living in absolute poverty under $10,000 a year.

Black women fully engaged in prenatal care from the very beginning, first trimester all the way through, still one and a half to two times more likely to lose a baby in the first year of life than white women who come into care very late or not at all during their pregnancy. And while smoking is associated across the board for terrible outcomes from for babies, for black women who don't smoke at all, there's still a one and a half times more risk for having a poor birth outcome than white women who smoke every day during their pregnancy.

So I say that because it's really important to

sort of dispel some of the myths -- I call them false narratives -- that we're all walking around with for a variety of reasons because, usually, all the things I just talked about are protective factors. And, in fact, you know, if you look at any one of them for black women, certainly, being educated is helpful. And black women who are more educated do slightly better than black women who aren't, who haven't graduated from high school. But it doesn't explain this gap. So we have so separate the issues about what are protected factors. Because if you don't you continue with those solutions to this problem that actually may not be as effective.

So the evidence is pretty clear that one of the factors we need to pay a lot of attention to is exposure so racism, both because racism will limit opportunities and resources that are available to people of color, sort of historically and currently, but also because racism has a biological impact on a person's body. It's not a genetic issue, but it is a biological sort of pathway, And it's -- really, we can all identify with it because it's sort of what happens when people are chronically stressed. And your body has a biological response to stress. It's great when there's a lion chasing you, everything -- you got all these hormones pumping through, they help you run fast, get away from the lion. It's terrible if the stress

never leaves and it becomes chronic because those hormones stay at a highly elevated level. That has an impact on all of your body parts. But for women of childbearing age, it has a disastrous impact on their ability to carry a baby all the way through to term.

So we're going to talk about it and we're going to talk about what happens with clinical and social services and how we ought to be looking at ways of making sure that those services in fact acknowledge the special circumstances that black women face in order to have a healthy baby, a healthy birth. And I want to point out -- let's go to the next slide.

So I want to show what this looks like on a graph. But I want to also mention behind this -- this is ten years worth of experience. The top line is the experience for black women in LA county. The other lines are the experience for women of other races and ethnicities. What I really want to point out is, if you went back 20 years, you would still see a similar pattern. Not only would you see a similar pattern, but the rate of death for black babies today is higher than it was 20 years ago for white babies. The other thing is, within this ten-year period, we have had a more equal rate of survival, we would have right now 640 black young children who would be in our communities because they would have

lived their first year of life.

So we look at this and see the numbers. I want to translate that to we're actually talking about babies living through this their first year of life and actually growing up in our communities. So it has the profound effect, as we think about the work of First 5 LA, we have to make sure that the very start of life, our babies live so that they can benefit from the services and support we're creating for them in our communities.

Next slide. And the other sort of -- as you think about this one -- you know, we're not going to have time to do a deep dive, but we're going to talk a little bit about low birth weight because it turns out that, if you look at what the differences are, they're really associated with having a baby that's born at a very low weight. And we all know that babies that are born at lower birth weights have a tougher time surviving, whether they're black babies or white babies or Asian babies or Latino babies. And one of the issues we have here is that black women are much more likely to have very low birth weight babies. So it's a sheer volume issue here. They have many more low birth weigh babies, and the chances of survival at those very low birth weights is much less than it is at a healthier birth weight.

The other interesting thing to note is the

experience for African-American women, which is the second sort of set of charts is really looking at different ages at which women have their babies and what the birth weight is associated with those ages. One thing is, you can see at every single age, pretty much except for teens, black women are having higher rates of low birth weight.

The other interesting thing to think of here is the curve looks different for black women and it points to what the impact is of what I call weathering. You know, generally, we think that, when we look at all the other ethnic racial groups, teenage births are kind of risky. Having a baby when you're young tends to be thought of as riskier. The only group for whom it's not riskier are for African-American women. In fact, the risk increases for African-American women when we think of them being in the height of their healthiest childbearing ages. And that's because this curve may in fact be explained by the impact of weathering. So if you have a lot of stress and you have a biological response to that stress, it actually wear downs your body parts. That's what weathering means. And it makes it less likely that your sort of trajectory on any illness -- we're looking here at infant mortality, but that is common in all kinds of other issues we look at around health. It looks like black women's health status in general does not follow the same pattern as the health

status of white women, in particular. Again, something we need to pay more attention to and to better understand.

Next slide. So we -- you know. So we are building on a very strong foundation here in LA county, people paying attention to this issue. Because, as I said, you look back 20 years and we could see this gap and there's been a lot of work done and we're going to benefit from the strong foundation that's been built, but we are going to take an intentional look here in the county at really narrowing that gap by at least 30 percent over the next five years. We've enclosed the five-year draft plan. I say draft because it's like a living plan, and communities -- we're working with communities all over the county to make this work, real which means folks in communities are going to come together, they're going to look at what makes sense in this plan and what they want to do in their communities to ensure that there's an equal chance of survival for all babies, and then we're going to support those activities. But you're able to see that plan and it's a fairly comprehensive plan. And what I'm -- but what I really want to call out there is, while today we're going to talk a lot about clinical experiences that African-American women have, it's really important for us to better understand what's going on there.

One of the things we're very interested in

supporting is this notion that women need to go into their pregnancies healthy. And we really have to make sure that we sort of backtrack how we think about prevention of these inequitable outcomes by focusing on making sure that we're going to help people before they go into their pregnancy because that nine months is a very short period of time. And sometimes women don't get -- they don't even know they're pregnant until they're six, eight, ten, 12 weeks pregnant. So really making sure that we're affording all women, but black women in particular, a chance to move into their pregnancy healthy is something we're very interested in learning more about. And I think also there will be some information we'll be able to glean from this about how black women interact with provider community that will be helpful.

I also want to mention we're collaborating and so is First 5 with the State's plan which has some very targeted clinical interventions, particularly during the prenatal period for women, that also really acknowledge that we need to do a better job in prenatal care of addressing the higher risk for having a poor birth outcomes that's really experienced across the board for African-American women.

So I'm going to turn it back over to you now, right?

MS. ANDRADE DUBRANSKY: Yes. Thank you, Dr. Ferrer.

What I want to bring our attention to now is what First 5 LA's contribution to this very important topic will be. The board approved an allocation to support policy and systems change approaches to addressing this birth disparity in November 2013. This investment provides an opportunity to complement existing First 5 LA efforts, including the 2014 birth outcomes exploratory study, our investment in black women health, and our home visiting sustainability work with the health sector.

To this end, First 5 LA is contributing to county and state DPH's efforts by enhancing both quantitative and qualitative understanding of the issue. The quantitative analysis will tell us how women utilize clinical and supportive services. The qualitative analysis will tell us why women utilize care as they do.

Now, I'd like to introduce you to strategic advisor, Lindsey Angelats, to discuss the quantitative analysis and then I'll come back and discuss the qualitative piece.

MS. ANGELATS: Thank you, Barb, and thank you very much to the commissioners. Good afternoon.

I come to you today as ambassador of managed care, which is always a dubious position to be in, but one

who can speak very plainly that working in San Francisco, there were two health plans seven-by-seven square miles, Orange county, one Medicaid health plan. And I arrive in Los Angeles county where there's six Medicaid health plans and 124 IPAs. And it really means that that card in that wallet that gives somebody access to care requires not just managed care but managing that care ongoing and having a stewardship role of maintaining that access over time.

In collaboration with the Department of Public Health, we really asked this question. We ask you to think of a women, an African-American woman who's enrolled in Medi-Cal managed care who technically has access to primary care and even comprehensive prenatal care, including psychosocial support. But it turns out she isn't actually engaged in any of those services or, if she is, it's not in a timely fashion or, if she is, there's differences in provider quality or the intensity of the services that are provided. Maybe she resides in one part of the county but her counterpart in another part of the county has an entirely different provider group and that women has more timely access to care and receives completely different interventions.

The goal of this analysis is to put forward this yellow bucket to complement excellent epidemiological and

population health data that we have it this county. The goal is to tell the story of a pregnant woman through health care utilization data. This is the level of granularity all of the work in Los Angeles requires. We have to be able to focus resources on specific regions, where there are access barriers or variations in service provision because that can be the driver of a healthy birth and, particularly, for those women who have high-risk pregnancies where time is of the essence. The hope is that this can inform ongoing initiatives to reduce birth disparities and inform senior public health seeking to address root causes.

We aim to answer three key questions by looking at different data sets. The first is whether African-American women enrolled in Medi-Cal managed care actually engaged in primary care health care services prior to pregnancy. What we do know for those of you who enjoy looking at health plan meeting data that tracking things like HEDIS metrics or quality scores show us that there are very important and material differences in things like immunizations, whether or not folks are engaged in timely screening for things such as -- for example, for their own children for developmental screening, an issue that you very much know. So you know that the importance of timely screening means that, when

things become acute and important and urgent, we have a baseline level of health that we can build off of and work from.

The second is what -- knowing whether or not African-American women enrolled in Medi-Cal managed care are accessing all prenatal services to which they are actually entitled. And this includes nutritional support. It includes psychosocial screening. It also includes being referred to timely and important services such as WIC.

And, finally, getting granular, are there key differences in primary care and prenatal service utilization by assigned health care provider and geography. Women in the Antelope Valley, for example, as you well know from the Best Start communities, have materially different access to services.

Ultimately, we hope to answer four specific questions with this analysis. The big one, which is, do people have a usual source of care? It is very difficult to expect that, if a woman enters care in the second trimester of pregnancy, particularly with situations such as hypertension or diabetes, that we can sufficiently intervene in a timely fashion to get her the services she needs for a healthy birth.

The second is care engagement. We need to

understand where African-American women are seeking care and the timeliness of it.

The third is access and utilization. And this is really, as you can think of, getting under the hood of the car; not just did she go to the obstetrician, but did she actually receive all of those screening to which the provider is being paid to perform.

And then, finally, going into regional variation. In a county of this size, getting as granular as possible, so we can focus limited resources to resolving the issues that are detected.

And I'll turn it back over to my colleague, Barb.

MS. ANDRADE DUBRANSKY: So this quantitative data will tell us what occurred and what we need to know beyond that is why. So the focus groups will allow us to ask women key questions to really paint the picture of the experience they've had. Key questions that we expect to occur in the focus groups or questionnaires are, how do women determine what services they engage with. So we know from the data that they did, but why; how did they make that decision? How do we view the relationship between racism and health care experiences?

So as the five-year plan states, there will be training on implicit bias in the health care field. And this will color that training by saying, this is how women

are experiencing that implicit bias; how do women experience clinical are and social services broadly, and what are women's sources of support outside that clinical care. Who is supporting them during their pregnancy and before so that they are able to keep their anxiety and their level of stress down.

So anticipated outcomes from the focus group are to broadly increase the understanding of African-American mothers, grandmothers, and other childbearing-age women who have not had pregnancies yet, what their perspectives are on pregnancy and birth, what their perspectives are on the availability of clinical and social services and the quality of those services, the role of race and racism in birth outcomes, and how some structural factors they feel contribute to those outcomes, and, again, how we, when we identify supportive services in the community, how those can be amplified to make sure more women know about them, access them. And what is the process of accessing clinical care for women; where do they go and how they make decisions about where they're going to go and what influences those choices.

These efforts will help sharpen the focus of the county and state efforts and inform our efforts at First 5 LA as well, particularly as it relates to addressing issues of stress, social isolation, and lack of support

that women experience.

Just a few areas where these type of efforts will be enhanced include our trauma-informed care work, our community capacity building which we talked about from Antoinette just earlier, and our home visiting work. And particularly, it also informs the sustainability strategies in terms of particularly how we work with the health care sector.

So next steps for these strategies. First, our focus groups are currently in recruitment now. The various stakeholders in the African-American infant mortality group the Department of Public Health has convened are participating in recruiting families. The quantitative analysis. We're currently developing more detailed project scope and data resources as appropriate. We will return to the board to take action on that item as needed. And then, finally, we will continue to explore how the Department of Public Health infant mortality plan can inform our work and how our program strategies can support those targeted outcomes.

We look forward to returning to report as this very important work progress and are happy to answer any questions.

SUPERVISOR KUEHL: Thank you very much. Comments?

Wendy.

COMMISSIONER SMITH: First of all, thank you. Thank you all for the materials in our packets and for the report. And when I was reading it, it made me think that something I just learned about at the Commission for Children and Families is an effort that is in some ways similar regarding the disproportionality of discrimination child welfare in the county. And hoping that you know about the -- I want to say this right -- eliminating racial disparity and disproportionality initiative --

COMMISSIONER FERRER: Yup.

COMMISSIONER SMITH: -- in particular, the cultural brokers that they're using. And it seemed to me that that might be something that would also be a great strategy for women that you're describing.

COMMISSIONER FERRER: Yeah.

SUPERVISOR KUEHL: Diane, do you want to say anything more about that?

COMMISSIONER IGLESIAS: I can just explain for those that don't know what cultural brokers are. We have two sets that we use. One of them is called parents in partnership and the others are cultural brokers who have gone through the system and helped our families navigate the system from a bird's eye view. They've done it before. So our cultural brokers help navigate. So I

think that would be best.

SUPERVISOR KUEHL: Thank you. Well, I -- I have been thinking a lot about this. And since have I neither a degree in psychology nor have I ever been African-American, that doesn't stop me from having an opinion just because it took me back to thinking about experience in the LGBTQ community and seeking health care, both before I came out and after I came out. One of the things that struck me through the AIDS pandemic was how many people's lack of a sense of self-worth made them neglect to seek medical care. They didn't know that's what it was.

And I was thinking in terms of focus group notion where having a discussion -- I'm not sure whether it's a same -- others who know more will tell me -- but having a discussion about racism, you don't always identify what you're feeling, you don't tie it really to the way society has devalued you because you -- in order to live every day, you kind of shut a lot of it out, you know, suck it up I guess.

And so I wonder if there's some way to get in the focus group a question of, if you did not take advantage of the program, if you did not seek help, can you tell me what were you feeling about it and what were you thinking about it that made you think, oh, I don't need it or, I'm

going to skip it, if people can get at that, because often it's just not conscious.

In my community, women stopped going to doctors sometimes because every doctor asked if you were using birth control. And when you said, no, they gave you a big lecture. And so you have to come out in order to explain why. And so it's like, I'm just not going to go through that anymore, I don't need to go there.

The other thing I imagine goes on in health care is, do these people get me, do -- does my provider understand me. Even if he or she looks like me, there's not always the issue where people get, you know, me.

Now, in a way that's a community issue, community health as we do our clinics and we try to -- this whole notion of navigating and sort of -- it's really a DCFS question of, do they get me so that they can understand why I'm trying so hard to get my child back, but I can't seem to get to the parenting classes or about whatever.

And so I'm just thinking in terms of the focus groups of, is there some way to -- and ending our work certainly at public health and any of our equity work about those two things because it's not just that the community devalues you. This notion what Barbara said about stress and the ongoing stress -- I mean, my mother was orphaned at the age of 11. I was never abandoned, but

I have terrible abandonment issues because I breathed it from my mother. And I think that this notion of how it all sticks with you and where you pick it up and how you experience your life and who you are is, you're part of the community, you're part of history. And the African-American population in America is unique, unique, unique. There's just no experience like it in -- in this country.

No matter how of much of a nightmare that you escaped from if you chose to come here, it's just different. It lasts as Bar was saying. It's kind of like -- what was the word you used? Weathering. Great word.

COMMISSIONER FERRER: You know, I really loved your comments, Supervisor, because I think they are at the core. It's sort of, if you experience -- if you grow up in a community and you have a set of relationships and experiences with others and that's all you have, that's what you know, and you may not be naming it. And I certainly saw this, you know, when I was a principal at a high school that was all kids of color. And I understood for the first time what it means to have young people come into your building and have, like most of the teachers have over there, have very low expectations about what your abilities are and then you perform to those low expectations because that's the culture.

So I think you're absolutely right, that these cultural issues and this baggage that we're carrying from this based on all of our experiences have an important and influential role to play in sort of how we then connect to others and other services.

I will say though it's important to note that the health care field has not done right in this area. So well back in 2000 -- I think it's 2002, 2004, the Institute of Medicine actually produced a report that said, it's not in your head. It's not just how you feel you're being treated; you actually are being treated differently if you're a person of color. You have different access to care. When you get to that care, providers actually give you a different set of services based on the color of your skin. And because you're getting a different services, you're much more likely to have a bad outcome. You're more likely to have higher rates of morbidity and higher rates of mortality. And that was not about the social determinants of health. That was about clinical care. That's was about why are people who are black and diabetes much more likely to have amputations, three to four times the rates of amputations than other people who have diabetes.

And that was an Institute of Medicine report. So they studied it for a few years and introduced a report,

which is why we constantly have to implore ourselves to do a really hard look at what does -- you know, what does this data tell us about what we're currently doing in our systems of care, and are there patterns that we need to pay particular attention to that actually indicate that there is inequality, there is inequity, and then better understand what contributes to those experiences.

And if you talk with, you know -- we've done a lot of work with African-American women, both here and in other places in the country. And they'll tell you, you know, that they don't feel like they're treated well, that they don't feel like -- you know, they feel like they're looked at as less than and that they're made to feel like they're inadequate.

So if you're already walking in the door feeling like that, might be the relationship, and then you have to admit to some inadequacies like, oh, no, I'm not really sure how to do this. It becomes very difficult to create a safe and learning and nurturing environment.

So I think we all have a lot of work we can do together here. But I do think at the heart of it is sort of, how do people feel about the relationships they need to get into with each other and with others to get the kind of support they need to feel healthy, be healthy, and have a healthy -- in this case, healthy birth.

SUPERVISOR KUEHL: Romalis.

COMMISSIONER TAYLOR: Thank you, Doctor.

The issue gets to be, there's systemic racism and there's systemic biases that most people, when you come from one culture or another, you don't really see it unless you live it. The issues of from the birth to the time you're an adult, your child is picking up on what your parents are feeling, and it's visual. And you don't even have to say a word for a child. That's one thing I learned today at this conference. The child picks it up from the day it was born to the -- and before, when even it's in the womb and how the mother reacts and responds. So the child is already picking up on that fact that the parent feels a certain way or is doing a certain thing, let alone their biological issues that the doctor talked about.

But this systemic bias or systemic racism is not said but it's felt by a reflection of how people look at and direct their ways to you. They don't even have to say it. It's already there. And so this kind of pressure, you don't feel or see and it's not verbal; it's just a nuance. And so these things do things to people.

And that's why I want to say now, I want to thank Kim for standing up for the immigrant community on behalf of us. What we're sending that message to those children

out there and what we're doing to these children is unconscionable because you're setting a stress on them and a feeling to them that they're not worthy to be here or get anything. And so that expectation is, they're unworthy. And without saying much, you're getting that. And look -- watch what happens with these children in school and in other things when they're trying to have children and the stressors for that.

So it's very important that we not lose. And that's why I keep preaching, cultural competency. It's important that we understand what we do and where these individuals are coming from and what their stressors are what their issues are before we start judging them.

So I want to thank you all for this conversation. But it's about the baby. The day it's born it's already picking up on your clues.

SUPERVISOR KUEHL: John.

COMMISSIONER SHERIN: Yeah. Couple of things. Obviously, this issues of what Barbara had referred to as false narrative is a big one and it's a part of the collective conscious. And there's been periods -- and I don't know where we are right now in health and human services around story work, but the false self-narrative is unbelievably powerful and we -- you know, we -- that's a big resiliency opportunity just to intervene.

But the thing that is kind of haunting me as one of these data points on low birth rates at 18 and 19, there's a the convexity and the concavity of the graphs, but then there's that one data point which is really odd. And I wondering if there's been any, you know, really intentional study of what that's all about and what maybe the hypotheses might be.

COMMISSIONER FERRER: I think you see this nationally, so I don't want to say this is just a pattern for just LA because I don't think it is. And I think, you know, it's -- it's difficult to understand only if you look at it in the absence of all the other pieces of information we have. I mean, really, what it says is that, for black women, the chances of having a healthy birth are best if you're young, if you're 18 or 19. You know, you look at that table, that's what it says; you're least likely to have a low birth weight baby if you actually have a baby that's born when you're relatively young. I think it makes sense in the context of, again, sort of life -- cumulative life experiences and what those do to folks.

I don't think there's been any particular study that has just looked at what else is going on with 18 and 19-year old black women that may in fact be contributing to their ability to actually have a greater chance of

having a normal birth weight baby in that period, with the exception of this notion that there is ample biological evidence around weathering and around the fact that, you know, cortisol especially, which is a hormone that is associated with labor, but that in fact being stressed you have elevated levels of cortisol. And over a lifetime and even, you know, I think the evidence now is it's getting more and more complicated because the fetuses are developing in a milieu that has higher levels of hormone. So people are now studying, does that account for the rate of propensity for African-American and Latino babies to actually be obese, have higher rates of obesity.

So there's all kinds of science that people are starting to look at about what does it mean to have these elevated levels of certain hormones. And now they can study this and they take swabs and they find out exactly what levels are. And people have been doing this researcher over a decade. So I think there's more and more interest in understanding what the pathway is that explains weathering.

But this isn't unusual. African-American women are less likely to -- across the country to less likely to die of breast cancer. But if they get breast cancer, they are more likely to die. So overall less likely to die, but if they get it, they're much more likely to die and

they get it at a much younger age on average than white women do. Same impact perhaps on weathering. That would explain sort of the higher mortality associated with the disease and then the fact that -- something that the average age for white women is in your 60s, for African-American women, it's in your 50s.

So, you know, I think we just have to constantly strive to go back to seeing what some of the data says and then listen to what women are telling us about their experiences because I don't think that one piece of data without the other is actually going to get us to the opportunity to fix this. And I think this is all fixable. So let me just be optimistic. I think it's fixable.

SUPERVISOR KUEHL: Thank you very much. Thank you all very much for the presentation. I think we need to take a break because I found in my work over the years that even getting information like this, you know, kind of tightens your heart and you need to -- so what we're going to do now is take a break. It's required anyway. But it's a good time for a break. So let us take a ten-minute break if that is sufficient from -- come back at 3:32.

(A brief break.)

SUPERVISOR KUEHL: Okay. Let's reconvene. If everybody wants to take a seat. Welcome back. Everybody totally rested? Have a little nap in the back.

All right. We are now at Item Number 8, which is a report back and a discussion on our breakout sessions from last month's meeting. I believe it will be kicked off by --

MS. BELSHE: Moi.

SUPERVISOR KUEHL: Executive director Belshe. And then you will go to those reporting.

MS. BELSHE: I will.

SUPERVISOR KUEHL: Okay. Over to you again.

MS. BELSHE: All right. I will tee this up. Thank you, commissioners. So I will be brief.

This really is intended to be time for you all to talk to one another regarding your further reflections and feedback and considerations related to the breakout sessions last month that were focused on three examples of First 5 LA partnering with the county in different ways. I want to remind the board that we grounded those discussions in what we call our investment guidelines. These are anchor guidelines associated with our current strategic plan and reflects some very clear and important direction that the board has provided us which continues to undergird our work.

As a part of the breakouts, commissioners will recall we focused on three specific -- specifically on three investment guidelines: Prevention, using work that

the OCP is leading with support from First 5 LA focused on prevention. Second, policy and systems change. And there we focuses on early identification and intervention, the work that we are doing in partnership with the Department of Public Health. And, third, we highlighted the investment guidelines related to broad impact and evidence-based practices, highlighting the work we're doing around family strengthening, home visiting in partnership with DPH.

SUPERVISOR KUEHL: DMH.

MS. BELSHE: What I want to do -- DMH. Excuse me. I'm glad someone's paying attention, and that it's the chair.

Okay. So I want to share -- we want to share with you some reflections from staff. So this is kind of what -- what we heard both in terms of what the facilitators and presenters reported out, what we heard from conversations that you all were having together, and some of our own thinking kind of leavened within that. I'm going to do this quickly, but I think it's helpful for you all, I hope, to hear a little bit about what we took away.

Number one, this is a little axiomatic, but it does reflect the new way First 5 LA is doing our work, which is really highlighting the power or our partnerships

with LA county and how the systems change focus projects and partnerships really are very emblematic and exciting in terms of representing First 5 LA doing its work broadly differently and particularly doing our work in collaboration with the county very differently.

The second theme that we wanted a reflection to highlight is kind of the tension that can exist between being strategic and being opportunistic. So influencing systems that affect families and children requires us to bring a healthy balance and kind of hold that tension between the need to be focused and disciplined while at the same time not losing sight that opportunities are going to emerge and we need to be opportunistic in terms of responding to them.

A third theme is around language. This is a constant theme in our work. We call it plain speak. We call it complex speak. We talk about, let's distill the work that we do in as a clear and concise a language as possible. And board members have talked, as have staff, that this term, policy and systems change, isn't always the most accessible of terms. I say it's one of those terms that people have to put thought bubbles over their heads. So we heard clearly from all of you and we continue to remind ourselves that, when we talk about policy and systems change, we need to lead with the why,

we need to lead with the impact on families and kids.

And I think, Judy, you at one of our meetings said, let's just say it what it is. System change means, how do we make things work better for families and kids. That's very plain speak. Maybe we might need a little bit less plain speak, but it's getting at the essence of why we do what we do. It's about making things better for families and young kids.

COMMISSIONER ABDO: I taught kindergarten.

SUPERVISOR KUEHL: Another theme, focus and prioritize. We need to be clear -- when we talk about systems change, we need to be clear about, so what is the system or systems that we're looking to influence. It's too easy to talk broadly about systems. We need to bring greater clarity and discipline to the systems we're trying to influence in partnership with others. And this is the point that the chair has made consistently, we need to keep children and families at the center of our thinking and our work around systems.

Next is about trust. This was a big theme in our conversations with -- the conversations that the commissioners had. And you might not have used that word quite that explicitly, but what we heard you speak to was, when we looked to engage with families and their children, when we looked at systems, like where do families go, what

organizations or coalitions or service providers do families trust and use and leverage that trust.

So you used as examples Best Start community partnerships, federally qualified health centers or community health centers, WIC agencies, faith-based organizations, early care and education providers, the prevention and aftercare networks. Those were all examples or providers or systems partnerships that families know and trust and use, and we need to build upon that.

We heard a lot about prevention and early intervention. Think, think, think, act, act, act upstream as much as possible, really probe for the root causes and organize our strategies and systems change efforts accordingly.

Last two is integration. You know, this work with our county agency partners is challenging, it's complex. There is a lot of different moving parts. It requires to us be very intentional and deliberate in terms of really probing for where are the points of integration between the work our county partners are leading and the work that First 5 LA is doing in furtherance of our strategic plan. So identifying those points of integration and alignment of goals is going to advance better collaboration and better outcomes for skids.

And, finally, the theme of this work takes time. This has been part of our mantra: Policy and systems change is a long-term proposition. And I think as commissioners heard from those discussions, it takes time to build relationships. It takes time to identify those points of integration and align a systems change goals. But that time is very much worth the effort in terms of leveraging our respective resources, our respective experience, hearts, and relationships and really advancing population level change over this period.

So those were some of our overall reflections and take aways. And now we really wanted to have you all talk with one another. And I want to appreciate the three commissioners, Wendy, Carla, and Romalis, who have agreed to represent the reporting out for their particular focus area.

So, Wendy, I think I'm going to flip to you to talk a little bit about the networks.

COMMISSIONER SMITH: Okay. I'll be brief because it's my nature to be brief.

COMMISSIONER ABDO: You use your microphone.

COMMISSIONER SMITH: Good point. I want to be heard.

SUPERVISOR KUEHL: And use your outdoor voice.

COMMISSIONER SMITH: So we had an introduction by

Karen Miller and Antoinette for our discussions. And by the way, I'm just going to parenthetically thank you for your earlier presentation which was fantastic and so moving.

And you -- everybody received in their notes a kind of overview of each of the discussions, sort of main points and framing. But I think it's important to say -- just to frame the further comments that the strategy we focused on was only one strategy of the OCP prevention plan for the county, and that was the network of networks. And it aligned well with, obviously, our kind of thinking along the same lines with the Best Start communities. So it seemed like a very natural partnership.

So one of the first things I think I thought about and reflected on the discussion was, how does this strategy of network of networks relate to prevention. And I think the idea is that ideally it makes more effect -- it makes it possible to have more effective use of services that already exist; that it makes it possible, if done right, to have the right mix of quality of services, nature of services, and supports that will fit culturally and linguistically the community where they're needed, where they're located; that they'll be easily and readily visible and accessible to those who need them to build family and community strengths that either preclude or

prevent crisis from occurring or, when crisis occur, to enable responses that fit early enough to find family-based and community-based solutions.

So some of the key issues then would be the access to these networks, how do people access them, where, how simple is entry into the network. It has to be easy. It has to be visible to the people in the community. It has to be local and it has to be immediate -- immediately available; that we need to find entry points that make sense in each community or neighborhood. And that might be very different depending on the community.

Secondly, how do we bring our mega systems or departments our larger service entities into the networks in a way that is different and re-energize; that is that they become part of a thinking differently about services and the network of services in the community, not just entering in and they're familiar, maybe more static bureaucratic form.

And -- and, third, would be the people in the network, that there would be active and intentional engagement of people in the community through advisory councils, parents who aren't in the advisory councils, people who work in the network of services, that is, you know, staffs of agencies, including the departments and --

and also those who are not part of formal systems or networks yet but have a place in the community, like daycare -- you know, family daycare, faith-based organizations, nontraditional grassroots organizations, and law enforcement. So in other words, really making the network of networks something that touches all the parts of a community that could potentially strengthen families. Period.

MS. BELSHE: Okay. I think we're going to -- I'm going to move -- I think we're going to hear from Carla and then Romalis.

SUPERVISOR KUEHL: Let's go through all three, And then there are probably some other connections.

COMMISSIONER PLEITEZ HOWELL: So to set this in context, the discussion breakout was around the idea -- so the supervisor reminded us about ideas and talking about ideas and how we put them into action. So separating it into those two themes, the idea here is our big strategic plan gives us four main goals, four outcomes. Under those four outcomes health and mental health services, something we said we're going to focus on. The idea continues with a priority within that is, how do we better screen and think about early intervention.

The discussion was about, how do we put this into action and what does this board recommend, as we put some

of this into action. And the big theme in everything we put out there was coordination. The big thing that all of First 5 LA staff has been talking about is coordination and what this board has been talking about is coordination. Now, how do we think about coordination in this action?

What's been decided already has been, one, we're adapting the Help Me Grow model as the model that we're going to use to think about coordination. And as we talked about before, this means no wrong door for our families. Our families don't think about, this is where I have to go because my child needs this at this moment; rather, I need this, where do I go and I'm going to try everything. And what we're trying to do is make sure that there's no wrong door for families.

The second thing that's been decided is that we're looking to partner with the Department of Public Health to really help organizing and coordinate and bring this system together for Los Angeles county. So our discussion had a lot of points on where we could take action, what we could do with some of the work that First 5 LA is already leading.

I'm just going to highlight three of these because it was part of the discussion we ended with last time. One is, this is -- there's times we talk about

development tool. And we need to remember that the development tool for screening, that's not the end. There is so much more than our families need the services that they have to look for. So we need to remember that, while screening is the first step, the services that our families need afterwards, that coordination, knowing where that exists or doesn't exist is really important. And we need to stay cognizant of that.

The second is, who's missing at this table in terms of discussion. And one of the groups that was mentioned was the early care and education provider community. These are folks that are taking care of our kids and actually see them day in and day out and have an opportunity to really tell us or tell our parents, these are some of the issues that we may see and you might want to consider having your child screened. So really thinking about who's missing at table, and one is early care and education providers.

And then the last is looking at transition points. And what is meant by this is, we have a system for zero to three. Under three-years old, there's certain regional centers that you can go to. When you enter the K-12 system, it changes. But a family may not know how to navigate that. And that transition isn't apparent and simple. So where else do our families see these

transition points and what do we do within this.

So those are the three -- as we think about action, three questions to continue to ponder.

COMMISSIONER TAYLOR: Okay. Hard to follow these great ladies, but I'm going to take a shot. I'm going to take a shot, and we'll see.

I think one of the things that's exciting is about the fact that the board of supervisors in 2016 passed a motion on home visitation calling for children and family serving department to explore their roles in scaling up high-quality home visitation services in LA county. That's key. Building a universal prenatal and early childhood visiting system creates an opportunity for multiple child and families serving county departments to focus on prevention and address the multiple unique challenges such as increasing maternal -- or increasing maternal depression screening, effectively engaging mothers in mental health services as they need.

Breakout sessions highlighted the Department of Mental Health commitment of $50 million over two years to expand access to home visiting for families and children at risk of poor mental health outcomes due to child welfare involvement and poor birth outcomes. First 5 LA and home visiting motion response work groups are supporting Department of Mental Health efforts by

providing home visiting knowledge, systems level coordination, and technical assistance.

The key conversation points. The benefit of home visiting are well known. The challenges to optimize expanded investment to increase the number of served and the range of services based on the level of family risk and need. Ensuring the size and the needed qualifications and cultural and linguistically appropriateness of the workforce were raised as a challenge. The workforce needs to be empowered -- equipped with culturally relevant curriculum, the skill and capacity to build trust with families, be supported with reflective supervision, and be deployed through a broad range of agencies.

Home visiting services create an opportunity to connect families to needed resources, to support families in the context of their community, particularly isolated families and families living in poverty. Providing services in a timely and responsive manner to best meet families needs is a critical challenge.

Model fidelity, consistent deployment of curriculum and the structure of the program was identified as both a benefit and a challenge. When research demonstrates that the replication of the model has a high likelihood of achieving results, making changes, or additions to meet the unique needs of families can reduce

the effectiveness of the model.

Partnerships with the Department of Mental Health was acknowledged as critical to responding effectively to the mental health concerns raised by families participating in home visitation.

Benefit of home visiting is the opportunity to connect families to high-quality early learning environments. Additional considerations, critical points of engagement with families that were identified include schools, Department of Public Social Services, juvenile court system, Department of Children and Family Services, with home visitors as partners in family's view as separate from the child welfare system.

Teen parents, including expecting and parenting foster youth, are another opportunity. Fathers very big opportunity to -- for home visitation. Sharing parents and caregivers' stories with other parents and caregivers.

It is critical to ensure that the home visiting prevention plan work groups leverage their respective efforts.

I could give you a story, but I don't think I have time. But the idea is that it does work. It does change the life trajectory of children that are having children in our communities and they have a chance for a positive outcome, and that's important to all of us.

SUPERVISOR KUEHL: So given this feedback from the three different breakout sessions -- each of us participated in two, except for you, Diane. So you're just joining in. But we're going to talk about this again next month so read up.

COMMISSIONER IGLESIAS: Excellent. I will. Thank you.

SUPERVISOR KUEHL: Anything to add from your experience in these groups or anything you see or hear from the feedback?

One of the things that I was thinking about related to this question of integration -- because we heard, you know, network of networks, integration, and we've talked about this a lot. I mean, I feel like I was a one-note songbird for a long time when I started chairing this about working with the county and the county working with us.

I guess one of the things I was wondering is, in terms of Welcome Baby or Best Start, are there county departments engaged in those programs? Because often we've said that First 5 worked with the county, here's what the county's doing, here's how can you take advantage of the county. But I guess the question is, are our own participants engaged with the kinds of things that the county has to offer when we're talking about networks, et

cetera, And whether we're in our own way a part of that?

Barbara.

COMMISSIONER FERRER: Yeah. I mean, I know that our community health services staff are definitely engaged in the Best Start communities. I'd have to check on, you know, how we're supporting Welcome Baby. But I know that our staff actually go to those meetings, they fully participate, they're well known, they try to connect the resources we have at the Health Department with the other folks that are participating in the Best Start community work. You know, I give a lot of credit because I have -- these are the health community services folks that are based all around the county right in the midst of these communities and they take pretty seriously their obligation to be participating in the community work that's building up the capacity of families.

MS. BELSHE: Do you want to add?

MS. ALTMAYER: In various ways I think we're working with multiple county departments. I was thinking about on Friday the launch of the --

Just very recent example, Friday at the launch of the birth disparities issue in the Antelope Valley, members of our Best Start community or one of our program officers has really been involved with the task force and thinking about as they explore how to address the birth

disparities issues in the Antelope Valley. Representatives from First 5 and Best Start have been part of these focus groups. So very tangible recent example as we think about Welcome Baby and our home visiting strategy, we're working closely as part of the board motion response group with representatives from DMH, DPH, DCFS, multiple county -- DPSS. So I think there's a lot of integration on those projects as well. Just a few examples.

SUPERVISOR KUEHL: Any other comments on the feedback?

John.

COMMISSIONER SHERIN: I think we were speaking earlier today about the opportunity for the counties to really leverage First 5 to help bring this together in certain ways around integration. And it was a wonderful presentation. It made me just think about the opportunity for First 5 is they're kind of planting seeds and creating foundations to allow communities to have direct access to all of the counties. And we know that it's that bilateral exchange that will optimize the fidelity between the needs and the resources that we're providing and we're weaving network stuff.

SUPERVISOR KUEHL: Barbara.

COMMISSIONER FERRER: One other issue I just want

to raise. I'm not really sure what I'm saying here, what I'm implying by what I'm saying.

SUPERVISOR KUEHL: Caveat.

COMMISSIONER FERRER: It's late. I've been doing things since very early this afternoon.

I want to talk a little bit about evidence-based practices. So I'm starting to worry a little bit about how heavily we're relying on evidence-based practices. And the reason I worry about it is, you have to be well funded to have an evidence-based practice. For all of the wonderful work that happens in our community that is not well funded, there's really almost no opportunity for it to be thought of as an evidence-based practice. And nowhere has this been clearer than in the home visiting world where in fact the Nurse Family Partnership had millions and millions of dollars that they were able to use to establish that they were in fact an evidence-based practice. I'm not taking anything away from the results. I'm just saying that it cost a lot of money and a rigorous evaluation design to actually establish that evidence-based, and we may be short changing ourselves by not including some language that allows us to talk about promising practices when we think about, you know, what could have a broad impact because I -- I just worry -- you know, I started to worry a little bit more about whether

or not we're not eliminating from consideration some practices, particularly that are specific to select or well-defined communities. And they just don't get the attention that they need to -- for us to determine that they're actually evidence based. So that makes it really hard to think about taking them to scale or using them, but I think we might want to think about promising practices as well.

SUPERVISOR KUEHL: Well, I think also, in terms of respect for our communities and their experience -- I don't know what I'm talking about here either, but I'm headed somewhere that you made me think about.

As an attorney, we're essentially tasked with only doing things that can be proved. You know, like, if I said my name is Sheila Kuehl, I had to drop a footnote, birth certificate, you know, 19-whatever. It started to change with many of the civil rights movements which were saying where people -- the only people who were believed in court -- and when I got into legislature, it was the same in the legislature -- were the experts because that's evidence-based. They would come in with a study and the study would then show us something that either need to be done or worked.

Now, I don't want to say that's not a good idea because you want to understand what's working and what's

not working, but -- but through the medium of -- it started to be called storytelling, the individual story. I'm not using the right language because --

COMMISSIONER SMITH: Narrative.

SUPERVISOR KUEHL: You know, what was the narrative. So that, whenever we presented the need for a piece of legislation, we then shifted to one person who was an expert and one person we called the RP; that is the real person. But the need -- the reason you had to have the study was because one battered woman might have been, you know, an anomaly. And people believed that for a long time, until you had a study saying 50 percent of all women reported they had been beaten or whatever. Then everybody went, oh, this is a problem, we better pass a law. Yet it came out of the narrative.

And in many of the sort of theories of, we will studies, in -- especially in communities of color, the narrative became quite central because it was so different from everybody else's narrative and, therefore, we don't conform the law not just be about all the people it had been about before.

And I think in what you said is partly what I hear. I don't know where that goes.

Wendy, you're a researcher.

COMMISSIONER SMITH: I just want to second your

comment because I think that, unfortunately, the value of an evidence-based study and practices is indisputable. At the same time, it rules out things that can't easily be proven, that are ambiguous, where there are, you know, variety of kind of results. And so I think it's very true that we don't want to kind of play that game, especially where we're trying to, you know, respond to the unique needs of communities.

COMMISSIONER IGLESIAS: I think one of the things we've learned in child welfare is, different things are effective with different populations. I mean, faith-based sorts of therapy aren't necessarily evidence based, yet they're highly effective and that seems to be a really strong resource in many communities.

Another thing I think that that whole idea for evidence-based practices came about as a funding requirement because people don't want to pay for things that aren't effective. But when we're talking about communities and wanting to be culturally centered, I think we need to throw away that high requirement and go to promising practices and what works for your community.

COMMISSIONER SMITH: And also broaden the definition of evidence. That's part of it too.

COMMISSIONER SHERIN: Another comment here. I think I do know what I'm talking about here in a specific

way.

SUPERVISOR KUEHL: Glad somebody does.

COMMISSIONER SHERIN: We, in the Department of Mental Health -- and I think this is an issue around the state -- we kind of tied our hands around the insistence on evidence-based practices as well as reimbursement through Medi-Cal to different care. And what that ends up doing is it actually ends up kind of forcing a, come to us, we'll treat you, we're the experts, which is actually antithetical to a lot of the work we're trying to do. And we're in the process here locally of reversing that.

You know, when I hear about all the things that are happening -- we're doing home visiting. The people who are doing home visiting, we want them to be trained in recognizing, you know, indicators of trauma, as well as signs of mental illness. And we want to go after that. We want to reach out across all the platforms that are available, especially those where people with trauma loads are frequenting. And can I put that in -- and find out what types of resources might benefit them in their lives. But that's not considered in many -- you know, that's not evidence-based treatment.

Well, its getting people who are suffering or who are at high risk of developing conditions and languishing in life access to care. So we're going through that. And

I think that the State is desperate for that. And for those of you who read the paper, you'll see that a significant amount of prevention money is unspent by Departments of Mental Health across the state.

SUPERVISOR KUEHL: Okay. Good talk as they say.

Romalis.

COMMISSIONER TAYLOR: My experience though with evidence-based practice is like yours. Evidence-based practice can be very tunnel and focused on just one area, like Dr. Ferrer is talking about, a need. And then another area of need she's talking about pops up, and that evidence-based practice will not allow you to even move to that direction to address it because it's outside the scope of the practice. So a promising practice is -- was one of the things that DMH allowed us to do to address some of those needs where people can explore possibilities under MHSA.

So I think that's important that we look at that as we go along because I'm with him; if trauma is popping up, home visitation is not going to be able to be as successful until you deal with that trauma is facing you right now and that parent needs that help. And then they can go back and get some more help with home visitation because trauma then -- that person is ready to face it and deal with it. And if you don't deal with it when they're

ready, then that's going to be a bad practice.

So I'm with you and him on that.

SUPERVISOR KUEHL: Well, it's interesting to me how many entities that I am privileged to sit on the boards of are engaging a new division of innovation, which I think is to some extent supposed to make it possible to explore promising but not yet totally proven things, you know, whatever they are.

We were talking in -- at the through a gender lens at metro this morning, and I did -- you know, I said you ought to go big on this because our fire department keeps saying, well, we can't hire women, we can't hire women because they can't carry a hose up a big ladder. But no one asked the question, why do firefighters have to carry a hose up a big ladder. Why isn't there technology that brings that hose up the ladder?

And that's the sort of innovation, you know. And I understand those tend to be -- but I wonder -- we're doing the same thing in the County. Sachy (phonetic) is starting a new division for -- she wants to call it innovation and social justice and we told her no. Social justice has another concept. But still, you know, something like -- try something new and see if it works.

So I wonder whether that's also something we want to weave in because I -- you could see our county

departments are all three on board on these things, and maybe engage in that kind of thinking. Think about that for -- because we're going to continue this discussion next month because it turns out to be ideating and kind of liberating because it's not just about home visitation.

We had an interesting discussion with DCFS about social workers because you have a checklist often when you go in for home visitation because -- and one of them is weapons, are the weapons properly stored if there are weapons. And social workers said, I don't know nothing about guns, you know, I mean, I shouldn't be doing this. And yet that's been part of the list for decades and it is something we need to know because it's a violence prevention issue, as you know. So I think we have to figure out who looks for what and does -- what does home visitation really mean and not go too big or we'll never do it and kind of what are our targets.

Okay. We can get out early if we stop now if you want to. Thank you. Thank you very much. Thank you, Kim. Thank you to your staff, very able staff. Thanks to the board. This is always fun for me. And I thank you for that.

And so I will see you at the next board meeting, if not before. I know you go to many committees and I thank you all for that.

And we are now -- oh, sorry. Was there any public comment? Anyone signed up for additional public comment?

SECRETARY: No further public comment.

SUPERVISOR KUEHL: All right. Thanks to everyone then and see you next time. We're adjourned.

(At 4:11 PM, the meeting was adjourned.)

C E R T I F I C A T E

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

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

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

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

Attested to on this 24th day of April, 2018.

_____

CERTIFIED SHORTHAND REPORTER

FOR THE STATE OF CALIFORNIA

FIRST 5 LA

SUBJECT:
Monthly Financial Reports

RECOMMENDATION:
Approval of the monthly financial statements for the month ending March 2018.

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

DISCUSSION:

First 5 LA began the month of February with a cash balance of $405.7 million. During the month of March 2018, we received $7.6 million in revenues. We had $6.9 million in program expenditures and $2.4 in operating expenditures. There was an increase in salaries and wages due to an extra pay period that was recorded in March 2018. As a result, First 5 LA ended the month with a cash balance of $403.9 million.

This report includes detailed financial information for the months ending March 31, 2018. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

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

- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of March 31, 2018.

- Detailed operating and program expenditures: Shows expenses against the FY 2017-18 Budget approved on June 08, 2017, concluding with a report of expenditures related to programs functioning as pass-through agreements.

Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
March 31, 2018, Unaudited

		REVENUES AND EXPENDITURES	
Cash Balance as of February 28, 2018	**$**	**405,694,520**	
Revenue			
Monthly State Allotments	$	7,166,739	**(1)**
Medi-Cal Administrative Activities (MAA)		6,226	
State Commission - Other Program Funds		-	
Interest Income - Unreserved		378,315	
Investment Income - Other		-	
Rental Revenue - La Petite		-	
ECE-LA County IMPACT		-	
Total Revenue	**$**	**7,551,280**	
Expenses			
Program Budget (Attachment A)			
2015-2020 Strategic Plan: Focusing For The Future	$	5,461,164	
Legacy Investments		1,462,149	
Total Initiative/Program Expenses	**$**	**6,923,313**	
Pass-Through (Attachment B)			
Medi-Cal Administrative Activities (MAA)	$	-	
Total Pass-Through Expenses	**$**	**-**	
Operation and Administration (Attachment C)			
Personnel	$	2,112,844	
General Operating		116,725	
Consultant Services		77,189	
Professional Services		55,896	
Travel Expenses		31,623	
Professional Development		14,106	
Marketing		(6,021)	
Capital Improvements		1,033	
Total Operation and Administration	**$**	**2,403,395**	
Total Expenses	**$**	**9,326,708**	
Variance (Revenue - Expenses)	**$**	**(1,775,428)**	
Cash Balance as of March 31, 2018	**$**	**403,919,092**	**(2)**

NOTE:
1) Tobacco Tax Revenue for January 2018.
2) Cash Balance excludes fixed assets and liabilities.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2016-17 BUDGET
MARCH 31, 2018, UNAUDITED

INITIATIVE/PROGRAM	FY 2017-18 BUDGET	MARCH EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Strategic Plan Priority Outcome Areas				
Families	29,526,000	1,317,165	14,285,085	15,240,915
Communities	18,893,000	2,119,881	8,449,087	10,443,913
Early Care & Education Systems	22,080,000	345,466	10,615,700	11,464,300
Health-Related Systems	4,118,000	598	198,814	3,919,186
Strategic Plan Investment Areas				
Policy Agenda/Advocacy	2,820,000	86,888	771,327	2,048,673
Communications & Marketing	6,044,000	912,790	2,935,782	3,108,218
Communications - Conference Funding	300,000	-	77,447	222,553
Strategic Partnership-Cross-Cutting Funder Partnership	660,000	2,500	141,495	518,505
Strategic Partnership-Grantmaking Memberships	42,000	18,500	26,500	15,500
Strategic Partnership-Organizational Capacity	200,000	-	-	200,000
Strategic Partnership-Partnership Development	250,000	-	-	250,000
Policy & Strategy - Emerging Opportunities	75,000	-	7,500	67,500
County Partnerships	50,000	-	-	50,000
Integration & Learning				
Data Development and Integration	1,050,000	25,348	317,092	732,908
Data Partnership with Funders	850,000	383,365	404,102	445,898
Program Evaluation	4,105,000	248,663	1,077,448	3,027,552
Learning Plan Development	100,000	-	-	100,000
Communities of Practice	51,000	-	-	51,000
Grantee Assessment	75,000	-	-	75,000
Organizational-Wide Investment	96,000	-	-	96,000
Integration & Learning - Emerging Opportunities	50,000	-	-	50,000
Subtotal 2015-2020 Strategic Plan	**91,435,000**	**5,461,164**	**39,307,379**	**52,127,621**
LEGACY INVESTMENTS				
At-Risk Fathers Investment	314,000	5,220	114,797	199,203
Baby Friendly Hospitals	457,000	27,142	231,093	225,907
Black Infant Health	2,006,000	116,075	178,782	1,827,218
Children's Dental Care	7,217,000	365,425	3,271,300	3,945,700
Children's Vision Care	252,000	24,852	202,693	49,307
Early Identification and Intervention - Autism and other Developmental Delays	884,000	75,489	518,529	365,471
Information Resource and Referral	1,240,000	-	498,240	741,760
Little by Little/One Step Ahead	3,979,000	314,026	1,629,365	2,349,635
Parent Child Interaction Therapy	3,943,000	-	456,396	3,486,604
Policy Advocacy Fund	310,000	29,382	196,138	113,862
Universal Assessment of Newborns	10,680,000	468,138	6,079,621	4,600,379
Workforce Development	542,000	36,400	246,103	295,897
Subtotal Legacy Investments	**31,824,000**	**1,462,149**	**13,623,057**	**18,200,943**
TOTAL	**123,259,000**	**6,923,313**	**52,930,436**	**70,328,564**

The FY 2017-18 Program Budget was approved by the Board of Commissioners on June 8, 2017.

NOTES -PROGRAM EXPENDITURES BY FY 2016-17 BUDGET:

Journal entries for FY 2016-17 accrued expenses were reversed in July 2017. The amounts reported are the actual program expenditures for March 2018.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
EXPENDITURES - PASS-THROUGH
MARCH 31, 2018, UNAUDITED

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	MARCH EXPENDITURES	YEAR TO DATE EXPENDITURES
Medi-Cal Administrative Activities (MAA) - LA County Charges	-	-
Medi-Cal Administrative Activities (MAA) - Participation Payment	-	-
TOTAL	-	-

Attachment C

Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
March 31, 2018, UNAUDITED

OPERATION AND ADMINISTRATION EXPENSE	MARCH ACTUAL	FISCAL YTD ACTUAL	FY 2017-18 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	1,564,339	9,693,496	13,204,391	3,510,895
Fringe Benefits	548,505	2,915,261	3,837,581	922,320
Total Personnel Services	**2,112,844**	**12,608,757**	**17,041,972**	**4,433,215**
General Operating Expenses				
ADP Payroll Charges	4,071	22,825	31,000	8,175
Workers Compensation Insurance	-	44,369	90,000	45,631
Utilities	23,607	111,395	165,000	53,605
Corporate Insurance	-	29,879	76,000	46,121
Mileage, Parking and Other Transportation	4,701	29,749	70,180	40,431
Telephones	8,825	51,199	70,000	18,801
Cell Phones & Mobile Devices	2,600	20,500	57,000	36,500
Outside Printing & Publishing	-	29,869	19,700	(10,169)
Other Supplies	2,539	12,147	20,250	8,103
Postage & Delivery	2,302	10,053	13,300	3,247
Educational Supplies	45	434	2,750	2,317
Office Supplies	9,658	48,701	95,360	46,659
Subscriptions & Publication	639	5,874	12,330	6,456
Equipment-Rents & Leases	7,462	52,943	118,200	65,257
Building Repair & Maintenance	27,923	134,426	180,000	45,574
Equipment Repair & Maintenance	2,135	8,616	24,000	15,384
Offsite Storage	2,403	12,367	33,900	21,533
Hardware & Software Maintenance	9,878	134,171	197,400	63,229
Miscellaneous/Contingency	-	2,502	75,000	72,498
Internal Meeting	7,937	58,916	107,600	48,684
Total General Operating Expenses	**116,725**	**820,936**	**1,458,970**	**638,034**
Consultant Services				
Consultant Fees	25,000	215,729	1,382,200	1,166,471
Other Professional Fees	52,189	223,443	300,000	76,557
External Reviewers	-	1,760	7,500	5,740
Total Consultant Services	**77,189**	**440,932**	**1,689,700**	**1,248,768**
Professional Services				
Audit	-	53,436	70,000	16,564
Legal Fees	29,043	69,558	125,000	55,442
Professional Dues	7,604	35,285	136,852	101,567
Staff Recruitment	3,922	8,938	25,000	16,062
Commission Stipends	3,619	13,219	34,000	20,781
Web-Based Services	1,830	21,611	81,500	59,889
Bank & Other Service Charges	9,878	21,798	12,000	(9,798)
Total Professional Services	**55,896**	**223,846**	**484,352**	**260,506**
Travel Expenses				
Airfare	11,560	63,870	124,080	60,210
Lodging	10,438	39,510	127,300	87,790
Per Diem	6,751	30,875	65,330	34,455
Other Travel Expense	2,874	13,376	-	(13,376)
Total Travel Expenses	**31,623**	**147,632**	**316,710**	**169,078**
Professional Development				
Leadership Programs	-	20,665	-	(20,665)
Conference Registrations	13,967	70,257	477,400	407,143
External Education/Training	139	7,659	-	(7,659)
Total Professional Development	**14,106**	**98,581**	**477,400**	**378,819**
Marketing				
Advertising-Digital	(5,820)	-	-	-
Advertising-Out of Home	(201)	-	-	-
Sponsorship	-	-	-	-
Total Marketing	**(6,021)**	**-**	**-**	**-**
Capital Improvements				
Capital Outlay (Equipment Purchases)	1,033	34,597	145,000	110,403
Total Capital Improvements	**1,033**	**34,597**	**145,000**	**110,403**
TOTAL OPERATING EXPENSES	**2,403,395**	**14,375,280**	**21,614,104**	**7,238,824**

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

The FY 2017-18 Operating Budget was approved by the Board of Commissioners on June 8, 2017.

Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
March 31, 2018 Unaudited

Current Assets:			
Cash	$	3,305,650	
Cash- Morlin Mgmt Corp		27,100	
Investment:			
Operating and Allocated funds		394,990,402	
Advance - LAUP		6,134,265	
Other Receivables		(3,671)	
Total Current Assets	**$**	**404,453,745**	
Fixed Assets:			
Land	$	2,039,000	
Building & Improvements		12,076,512	
Furniture & Fixtures		627,671	
Computer, Software & Accessories		1,806,296	
Office Equipment		331,033	
Accumulated Depreciation		(5,570,239)	
Total Fixed Assets	**$**	**11,310,273**	
Total Assets	**$**	**415,764,018**	
Liabilities and Net Assets			
Current liabilities:			
Other Liabilities	$	433,209	**(1)**
Total Current Liabilities	**$**	**433,209**	
Net Assets:			
Investment in capital assets	$	11,310,273	
Restricted		404,020,536	
Total Net Assets	**$**	**415,330,809**	
Total Liabilities and Net Assets	**$**	**415,764,018**	

NOTES:

(1) Other Liabilities include accounts payable, security deposit from La Petite Academy and other related liabilities.

Agenda Item: 2C
Date: May 10, 2018

First 5 LA

SUBJECT:
Contracts and amendment for approval

RECOMMENDATION:
Approve one new agreement, eight renewals and one amendment and authorize staff to complete final execution of the agreements upon approval from the Board.

BACKGROUND:
First 5 LA's approved programmatic budget for FY 2017-18 totals $118,207,000 and the approved operating budget totals $21,614,104. Funding for the new agreement and amendment was included in the budget which was approved by the board on June 8, 2017 and the mid-year adjustment which was approved on April 12, 2018. Funding for the renewals below will be included in the budget for FY 2018-19 at the June 14, 2018 Commission meeting. For contracts that span fiscal years, the estimated spending amount for each fiscal year will be included in First 5 LA's annual budgets for approval. Pursuant to contract terms, if the Commission does not appropriate funds for the agreement in future fiscal years, First 5 LA may terminate the agreement. Upon approval of the agreements presented below and the approval of the FY 2018-19 budget, staff will complete final execution.

There is **one new agreement** for approval with UNITE-LA, Inc. to expand the number of districts collecting Early Development Instrument (EDI) data in Los Angeles County and provide technical assistance and shared learning opportunities to local stakeholders to support the use and spread of the EDI results to improve and monitor local early childhood systems. The Contractor will 1) utilize KRA data and lessons from EDI Pilot Communities to advocate for policy and systems changes, revenue enhancements and resource allocations to improve school readiness and educational equity at the county, state and federal levels; 2) develop briefs summarizing the challenges and lessons of early EDI Pilot Communities to inform countywide expansion of a common KRA; and 3) explore and develop opportunities to expand the use of the EDI across LA County communities and school districts by engaging system-level partners such as county agencies, school district leaders, philanthropy and local government officials and state and federal lawmakers who will play a role in enabling KRA implementation.

There are **eight renewals** for approval.

Under the Family Supports Outcome Area, there are **four renewals:**

- One with the County of Los Angeles to implement the Parent Child Interaction Therapy (PCIT) project, which successfully uses PCIT to help young children ages two to seven years old with serious behavioral problems like aggressiveness, defiance, temper tantrums and oppositional behavior and their parents. PCIT is a legacy investment that is scheduled to end in 2019. The Contractor is the lead agency responsible for coordinating PCIT services in Los Angeles County. In Fiscal Year 18-19, the Contractor will 1) provide training in PCIT for eligible mental health professionals; 2) oversee funding for one-time facility upgrades for mental health provider agencies to renovate their existing facilities to provide PCIT therapy to eligible parents and children; and 3) provide support to providers as they administer PCIT to children and their caretakers. This multi-year agreement requires First 5 LA's Board approval of annual budgets and scopes of work pursuant to the agreement. This renewal is contingent upon approval from the Los Angeles County Board of Supervisors. Please refer to **Attachment B** for the budget and scope of work.
- There are two renewals for the Select Home Visitation program - one with The Richstone Center Inc. dba Richstone Family Center and one with Los Angeles Child Guidance Clinic.

Select Home Visitation is a voluntary, home-based intervention program for clients identified through the Welcome Baby program as needing more intensive support. The program provides home visits during which the client receives strength-based information and support 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. In Fiscal Year 18-19, both grantees will continue to service clients with a focus on increasing enrollment.

- There is one renewal with NetChemistry, Inc. to continue development and maintenance of the Welcome Baby & Select Home Visitation Program Database. In Fiscal Year 18-19, the Contractor will create an Evaluator Handbook and a module to support home visitors with documenting Targeted Case Management activities during their home visits.

There are **four renewals** under the Early Care & Education Outcome Area:

- One renewal is with Third Sector New England to 1) increase awareness and understanding of sharing administrative expenses among Los Angeles County Early Care and Education (ECE) providers and 2) build alliances among Los Angeles County ECE providers to maximize limited administrative resources and improve program quality. In Fiscal Year 18-19, the project will focus on increasing Los Angeles ECE providers' foundational knowledge about shared services, provide technical assistance to the two existing shared service alliances and launch at least two new shared service alliances. Additionally, they will distribute the marketing toolkit to at least 100 ECE providers through two resource and referral agencies in LA County.
- One renewal is with The Regents of the University of California to provide technical assistance and shared learning opportunities to local stakeholders to support the use and spread of the Early Development Instrument (EDI) results to improve and monitor local early childhood systems. In Fiscal Year 18-19, the Contractor will continue to be responsible for 1) EDI community outreach for new districts that will participate in EDI data collection next school year; 2) EDI data analysis and reporting; 3) individual district and community coaching; and 4) facilitating the regional shared learning network for Los Angeles County.
- There are two renewals for the Kindergarten Readiness Assessment (KRA) program – one with Pomona Unified School District and one with Los Angeles Unified School District. KRA measures the school readiness of children entering kindergarten and engages community stakeholders around the results for systems change. In Fiscal Year 18-19, Pomona Unified School District will 1) collect additional EDI data to assess kindergarten readiness of children in the community; 2) strengthen school district and community agency staff capacity to support systems change locally to ensure that children enter their schools ready for kindergarten; and 3) build capacity of stakeholders to understand and act on the EDI. During Fiscal Year 18-19, Los Angeles Unified School District's Local District South will 1) strengthen school district and community agency staff capacity to support systems change locally to ensure that children enter their schools ready for kindergarten; and 2) build capacity of stakeholders to understand and act on the EDI. Specifically, the Grantee will identify schools that will participate in the EDI Kindergarten Bridge Program, a pilot summer program to improve readiness of students prior to their entrance to kindergarten, and work to create an Early Education to Kindergarten Articulation Framework, which convenes teams at pilot school sites to develop goals and activities and convene for reflection transition between early education and kindergarten.

There is **one amendment** for approval with Child Care Alliance of Los Angeles. Through the Early Childhood Educators Improving Quality project, the Grantee serves early childhood education providers, prioritizing those who had previously been involved in Quality Rating Improvement System (QRIS) efforts in Los Angeles County but are no longer eligible to receive QRIS services. The Grantee provides participants with Quality Improvement Coaches utilizing a continuous quality improvement cycle in which observations, coaching, and measurements provide formative data to

inform the coaching continuously. The requested amendment allows the Contractor to utilize cost savings to provide three (3) months of coaching services to early childhood education providers in order to help them meet their Quality Improvement Plan goals. The cost savings are from the delayed start in Year 1 of the program and are being applied to the final year of the program. Partial funding for this agreement is from the California Department of Education, and receipt for these funds is included for board approval under agenda item 2F.

DISCUSSION:
Staff seeks the Commission's approval of the agreements summarized in Attachment A.

Attachment A
May 2018

NEW AGREEMENTS										
DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**BOARD APPROVAL DATE**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**ESTIMATED TOTAL PROJECT COST**	**CONTRACT AMOUNT**	**ANTICIPATED CONTRACT START DATE**	**ANTICIPATED CONTRACT END DATE**	**ANTICIPATED PROJECT END DATE**
Early Care & Education	Early Care & Education Systems \ ECE Strategy 1 - Policy/Advocacy \ Kindergarten Readiness Assessment	**UNITE-LA, INC.** The Kindergarten Readiness Assessment (KRA) Training and Technical Assistance Project expands the number of districts collecting Early Development Instrument (EDI) data in Los Angeles County and provides technical assistance and shared learning opportunities to local stakeholders to support the use and spread of the EDI results to improve and monitor local early childhood systems. The Contractor will support the creation of the L.A. County Stewardship Group for Early Childhood as a part of the KRA Project. The Contractor will 1) utilize KRA data and lessons from EDI Pilot Communities to advocate for policy and systems changes, revenue enhancements and resource allocations to improve school readiness and educational equity at the county, state and federal levels; 2) develop briefs summarizing the challenges and lessons of early EDI Pilot Communities to inform countywide expansion of a common KRA; and 3) explore and develop opportunities to expand the use of the EDI across LA County communities and school districts by engaging system-level partners such as county agencies, school district leaders, philanthropy and local government officials and state and federal lawmakers who will play a role in enabling KRA implementation.	4/12/2018	Strategic Partnership	2 years	$415,000	$176,731	7/1/2018	6/30/2019	6/30/2020

RENEWALS											
DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**BOARD APPROVAL DATE**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**ESTIMATED TOTAL PROJECT COST**	**CONTRACT AMOUNT**	**ANTICIPATED CONTRACT START DATE**	**ANTICIPATED CONTRACT END DATE**	**ANTICIPATED PROJECT END DATE**	***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?**
Family Supports	Families \ Parent Child Interaction Therapy \ Parent Child Interaction Therapy	**COUNTY OF LOS ANGELES (#08379.4)** The Parent Child Interaction Therapy (PCIT) Project is designed to expand access to clinical support for children with serious behavioral problems and their parents. PCIT has been successfully used to help young children ages two to seven years old with serious behavioral problems like aggressiveness, defiance, temper tantrums and oppositional behavior. The Contractor is the lead agency responsible for coordinating PCIT services in Los Angeles County. In Fiscal Year 17-18, the Contractor added four (4) additional sites to provide PCIT, successfully initiated training of new mental health professionals and added trainers to "train the trainer." In Fiscal Year 18-19, the Contractor will continue to 1) provide training in PCIT for eligible mental health professionals; 2) oversee funding for one-time facility upgrades for mental health provider agencies to renovate their existing facilities to provide PCIT therapy to eligible parents and children; and 3) provide support to providers as they administer PCIT to children and their caretakers.	2/10/2011	Strategic Partnership	7 years	$15,400,000	$15,400,000 FY 18-19 budget $3,566,437	Multiyear Agreement began 7/1/2012, but exhibits are renewed annually Please refer to Attachment B.	6/30/2019	6/30/2019	Yes
Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**THE RICHSTONE CENTER, INC. DBA RICHSTONE FAMILY CENTER (#00830)** Select Home Visitation is a voluntary, home-based intervention program for clients identified through the Welcome Baby program as needing more intensive support. The program provides home visits during which the client receives strength-based information and support 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. In Fiscal Year 17-18, staff provided home visits and support to clients. In Fiscal Year 18-19, staff will continue to service clients with a focus on increasing enrollment.	Contingent upon board approval of the FY 18-19 budget on 6/14/2018	Solicitation to the Pool	6 years, 7 months	$2,847,354	$524,589	7/1/2018	6/30/2019	6/30/2020	Yes
Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**LOS ANGELES CHILD GUIDANCE CLINIC (#00812)** Select Home Visitation is a voluntary, home-based intervention program for clients identified, through the Welcome Baby program, as needing more intensive support. The program provides home visits during which the	Contingent upon board approval of the FY 18-19 budget on 6/14/2018	Solicitation to the Pool	6 years, 7 months	$4,105,487	$686,355	7/1/2018	6/30/2019	6/30/2020	Yes

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

RENEWALS											
DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**BOARD APPROVAL DATE**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**ESTIMATED TOTAL PROJECT COST**	**CONTRACT AMOUNT**	**ANTICIPATED CONTRACT START DATE**	**ANTICIPATED CONTRACT END DATE**	**ANTICIPATED PROJECT END DATE**	***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?**
		client receives strength-based information and support 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. In Fiscal Year 17-18, staff provided home visits and support to clients. In Fiscal Year 18-19, staff will continue to service clients with a focus on increasing enrollment.									
Family Supports	Families \ Families Strategy 1 - Home Visiting \ Stronger Families Database	**NETCHEMISTRY, INC. (#08359)** The Contractor will continue development and maintenance of the Welcome Baby & Select Home Visitation Program Database. In Fiscal Year 17-18, the Contractor made changes to the database to coincide with the changes to the forms used by home visitors as required by the home visitation models. The Contractor also rolled out the referrals module to help track referrals made by home visitors. In Fiscal Year 18-19, the Contractor will create an Evaluator Handbook and a module to support home visitors with documenting Targeted Case Management activities during their home visits.	Contingent upon board approval of the FY 18-19 budget on 6/14/2018	RFQ	7 years, 6 months	$4,100,280	$785,370	7/1/2018	6/30/2019	6/30/2020	Yes
Early Care & Education	Early Care & Education Systems \ ECE Strategy 2 - QRIS \ Shared Services Support	**THIRD SECTOR NEW ENGLAND (#08787)** Through the Shared Services Technical Assistance project, the Contractor (fiscal agent for Opportunities Exchange) will strive to 1) increase awareness and understanding of sharing administrative expenses among Los Angeles County Early Care and Education (ECE) providers and 2) build alliances among Los Angeles County ECE providers to maximize limited administrative resources and improve program quality. In Fiscal Year 17-18, the Contractor continued to provide technical assistance to two (2) existing alliances, created a new alliance of family child care providers and supported a group of ECE providers as they explored shared services with the purpose of sharing administrative costs and investing savings into improving their educational programs. The contractor also trained family care providers on marketing through social media and created a draft of a bilingual (English and Spanish) online marketing toolkit to assist family child care providers to improve their outreach efforts and reach enrollment	06/09/2016	Strategic Partnership	5 years, 6 months	$600,000	$200,000	7/1/2018	6/30/2019	6/30/2020	Yes

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

RENEWALS											
DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**BOARD APPROVAL DATE**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**ESTIMATED TOTAL PROJECT COST**	**CONTRACT AMOUNT**	**ANTICIPATED CONTRACT START DATE**	**ANTICIPATED CONTRACT END DATE**	**ANTICIPATED PROJECT END DATE**	***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?**
		goals. In Fiscal Year 18-19, the project will focus on increasing Los Angeles ECE providers' foundational knowledge about shared services, provide technical assistance to the two (2) existing shared service alliances and launch at least two (2) new shared service alliances. Additionally, they will distribute the marketing toolkit to at least 100 ECE providers through two (2) resource and referral agencies in LA County.									
Early Care & Education	Early Care & Education Systems \ ECE Strategy 1 - Policy/Advocacy \ Kindergarten Readiness Assessment	**THE REGENTS OF THE UNIVERSITY OF CALIFORNIA (#09583)** The Kindergarten Readiness Assessment (KRA) Training and Technical Assistance Project expands the number of districts collecting Early Development Instrument (EDI) in Los Angeles County. The Contractor provides technical assistance and shared learning opportunities to local stakeholders to support the use and spread of the EDI results to improve and monitor local early childhood systems. In Fiscal Year 17-18, the Contractor aided in the outreach and recruitment of school districts to participate in EDI data collection, provided support for districts and communities to create implementation plans and conducted EDI training for school district staff at five (5) participating school districts. The Contractor also provided mapping consultation and individual coaching for key school district and community staff and hosted the quarterly So Cal EDI Learning Exchange, a peer learning network where key school district and community staff members gather to analyze their EDI data and determine how to elevate the results to advocate for local policy and systems change. For Fiscal Year 18-19, the Contractor will continue to be responsible for 1) EDI community outreach for new districts that will participate in KRA/EDI data collection next school year; 2) EDI data analysis and reporting; 3) individual district and community coaching; and 4) facilitating the regional shared learning network for Los Angeles County.	4/12/2018	Strategic Partnership	2 years 8 months	$1,600,000	$702,000	7/1/2018	6/30/2019	6/30/2020	120 Yes

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

RENEWALS											
DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**BOARD APPROVAL DATE**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**ESTIMATED TOTAL PROJECT COST**	**CONTRACT AMOUNT**	**ANTICIPATED CONTRACT START DATE**	**ANTICIPATED CONTRACT END DATE**	**ANTICIPATED PROJECT END DATE**	***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?**
Early Care & Education	Early Care & Education Systems \ ECE Strategy 1 - Policy/Advocacy \ Kindergarten Readiness Assessment	**POMONA UNIFIED SCHOOL DISTRICT (#10016)** The Kindergarten Readiness Assessment (KRA) measures the school readiness of children entering kindergarten and engages community stakeholders around the results for systems change. During Fiscal Year 17-18, the Grantee provided Early Development Instrument (EDI) training for teachers and collected EDI data on half of the target student population. In addition, the Grantee provided key school district officials with individual coaching and opportunities to attend the quarterly So Cal EDI Learning Exchange, where key school district and community staff members gather to analyze their EDI data and determine how to elevate the results to advocate for local policy and systems change. During Fiscal Year 18-19, the Grantee will 1) collect additional EDI data to assess kindergarten readiness of children in the community; 2) strengthen school district and community agency staff capacity to support systems change locally to ensure that children enter their schools ready for kindergarten; and 3) build capacity of stakeholders to understand and act on the EDI.	10/12/2017	Strategic Partnership	2 years, 7 months	$169,626	$83,500	7/1/2018	6/30/2019	6/30/2020	Yes
Early Care & Education	Early Care & Education Systems \ ECE Strategy 1 - Policy/Advocacy \ Kindergarten Readiness Assessment	**LOS ANGELES UNIFIED SCHOOL DISTRICT (#10010)** The Kindergarten Readiness Assessment (KRA) Project measures the school readiness of children entering kindergarten and engages community stakeholders around the results for systems change. During Fiscal Year 17-18, the Grantee provided Early Development Instrument (EDI) training for teachers and collected EDI data for their target student population in Local District South. In addition, the Grantee provided key school district officials with individual coaching and opportunities to attend the quarterly So Cal EDI Learning Exchange, where key school district and community staff members gather to analyze their EDI data and determine how to elevate the results to advocate for local policy and systems change. During Fiscal Year 18-19, the Grantee will 1) strengthen school district and community agency staff capacity to support	10/12/2017	Strategic Partnership	2 years, 7 months	$279,309	$143,000	7/1/2018	6/30/2019	6/30/2020	Yes

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

RENEWALS											
DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**BOARD APPROVAL DATE**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**ESTIMATED TOTAL PROJECT COST**	**CONTRACT AMOUNT**	**ANTICIPATED CONTRACT START DATE**	**ANTICIPATED CONTRACT END DATE**	**ANTICIPATED PROJECT END DATE**	***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?**
		systems change locally to ensure that children enter their schools ready for kindergarten; and 2) build capacity of stakeholders to understand and act on the EDI. Specifically, the Grantee will identify schools that will participate in the EDI Kindergarten Bridge Program, a pilot summer program to improve readiness of students prior to their entrance to kindergarten, and work to create an Early Education to Kindergarten Articulation Framework, which convenes teams at pilot school sites to develop goals and activities and convene for reflection transition between early education and kindergarten.									

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

AMENDMENTS									
DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**BOARD APPROVAL DATE**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**CURRENT CONTRACT AMOUNT**	**AMENDMENT AMOUNT**	**NEW CONTRACT AMOUNT**	***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?**
Early Care & Education	Early Care & Education Systems \ ECE Strategy 2 - QRIS \ Early Childhood Educators Improving Quality (CCALA)	**CHILD CARE ALLIANCE OF LOS ANGELES (#00857)** **Amendment for a 3 month contract extension and additional funding of $190,659.** Through the Early Childhood Educators Improving Quality (ECE IQ) project, the Grantee serves early childhood education providers, prioritizing those who had previously been involved in Quality Rating Improvement System (QRIS) efforts in Los Angeles County, but are no longer eligible to receive QRIS services. The Grantee provides participants with Quality Improvement Coaches utilizing a continuous quality improvement cycle in which observations, coaching, and measurements provide formative data to inform the coaching continuously. The requested amendment allows the Contractor to provide three (3) months of coaching services to early childhood education providers in order to help them meet their Quality Improvement Plan goals. In order to maximize coordination of other funding streams that were available for coaching, there was a delayed start in the launch of ECE IQ in 2016-17. The cost savings resulting from the delayed start are being applied to the final year of the program. Partial funding for this agreement is from the California Department of Education, and receipt for these funds is included for board approval under agenda item 2F.	6/9/2016	Strategic Partnership	2 years, 3 months	$744,650	$190,659	$935,309 Estimated FY 17-18 Spending $744,650 Impact to FY 18-19 Budget $190,659	Yes 123

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

EXHIBIT A – Performance Matrix

Contract Number: **08379.4**

Agency Name: **County of Los Angeles – Department of Mental Health**

Project Name: **Parent-Child Interaction Therapy**

Project Length: **7 Years**

Contract Period: **July 1, 2018– June 30, 2019**

Revision Date:

Project Description:

The Department of Mental Health has entered into a seven year strategic partnership with First 5 LA to implement the expansion of Parent-Child Interaction Therapy (PCIT). Training for PCIT will be delivered by the UC Davis PCIT Training Center. PCIT is an Evidence-Based Practice that is a treatment model for young children with externalized acting out behaviors which places emphasis on improving the quality of the parent-child relationship and changing parent-child interaction patterns. This Evidence-Based Practice (EBP) has been successfully used to help young children who may have serious behavioral problems such as aggressiveness, defiance, temper tantrums and oppositional behaviors. It has also been documented as an effective practice for reducing incidences of low to moderately severe physical abuse cases involving young children.

Performance Objectives Measureable, observable, and attainable objectives including: (1) Increased access to PCIT Mental Health services by children two to five years of age and their caregivers in LA County; (2) Increased therapists' capacities to deliver PCIT services and improved agencies' capacities to successfully sustain PCIT services by leveraging available training opportunities as well as resources to serve as match for state and federal funding; (3) Improved child and family functioning among target population who receive PCIT services.	**Due Date** Date Objective will be completed.	**Quantity by Quarter** 124			
		Q1 (Jul-Sep)	**Q2** (Oct-Dec)	**Q3** (Jan-Mar)	**Q4** (Apr-Jun)
Up to 52 clinicians will participate in PCIT trainings	June 30, 2019	10	20	10	12
Up to 5 new provider sites will participate in PCIT training	June 30, 2019	1	2	2	0
Up to 200 unique clients ages two to five and their caregivers will receive PCIT services in LA County by DMH contracted or directly operated clinics	June 30, 2019	25	50	50	75
Children and families who received PCIT services will demonstrate improved child and family functioning as indicated by selected measures	June 30, 2019	N/A	1	1	1

EXHIBIT A – Performance Matrix

Execute plan for capital improvements for providers with or without existing PCIT program	June 30, 2019	1	1	1	N/A
Support providers training and sustainability efforts by offering supportive activities (e.g. Learning Communities Network meetings, Provider Support Groups, Technical Assistance and Consultation)	June 30, 2019	1	1	1	1
Deliver evaluation report in collaboration with UC Davis to First 5 LA	June 30, 2019	N/A	1	N/A	N/A
Continue to Create dissemination products (Video, Program Flyer, materials, etc.)	June 30, 2019	1	1	1	1
Submit required First 5 Reports	June 30, 2019	1	1	1	1
Continue the development of a competitive process to allow Legal Entities to secure 2 PCIT mobile vans to increase access to services	June 30, 2019	N/A	N/A	N/A	1
Increase retention of PCIT clients by promoting access to childcare, transportation and program supplies for families/clients	June 30, 2019	N/A	1	1	1
Increase access to training and networking of Los Angeles County PCIT providers through the use of upgraded telehealth and PCIT equipment	June 30, 2019	N/A	1	1	1
Increase access to PCIT services by offering additional funds to existing provider sites in order to add additional PCIT rooms	June 30, 2019	N/A	1	1	1
Execute a community event to establish a stronger Birth to Five referral stream and collaborate with the local community organizations to reduce stigma and raise awareness of mental health services and facilities that offer PCIT	June 30, 2019	N/A	N/A	N/A	1
Enhance access to PCIT services in Supervisorial District 2, with an emphasis on the increased capacity of PCIT clinicians and services for families/clients in Service Area 6	June 30, 2019	1	1	1	1

Agreement # 08379.4

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Budget Summary

Agency: County of Los Angeles

Project Name: Parent Child Interaction Therapy (PCIT)

Agreement Period: 07/01/2018 - 06/30/2019

	Cost Category	First 5 LA Funds	Matching Funds	Total Costs
1	Personnel	633,469	0	633,469
2	Contracted Svcs *(Excluding Evaluation)*	2,049,600	2,073,600	4,123,200
3	Equipment	0	0	0
4	Printing/Copying	2,500	0	2,500
5	Space	16,127	0	16,127
6	Telephone	7,500	0	7,500
7	Postage	0	0	0
8	Supplies	14,000	0	14,000
9	Employee Mileage and Travel	19,365	0	19,365
10	Training Expenses	130,000	0	130,000
11	Evaluation	0	0	0
12	Capital Cost/Renovation	474,000	0	474,000
13	Other Expenses *(Excluding Evaluation)*	145,000	0	145,000
14	*Indirect Costs	74,876	0	74,876
	TOTAL:	$3,566,437	$2,073,600	$5,640,037

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Phone # (213) 738-4625

Additional supporting documents may be requested

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Section 1

Agreement # 08379.4

Personnel

Agency: County of Los Angeles

Project Name: Parent Child Interaction Therapy (PCIT)

Agreement Period: 07/01/2018 - 06/30/2019

ANNUAL First 5 LA Funds PROJECT PERSONNEL BUDGET					TOTAL PROJECT PERSONNEL BUDGET		
Title/Name(s)	FT/PT	Gross Monthly Salary	% of Time on First 5 LA Project	Months to be Employed	First 5 LA Funds	Matching Funds	Total Personnel Cost
Training Coordinator	FT	8,270	100%	12	99,240	0	99,240
Intermediate Typist Clerk	FT	3,634	100%	12	43,608	0	43,609
Psychiatric Social Worker II	FT	7,402	100%	12	88,823	0	88,823
Management Analyst	FT	6,674	100%	12	80,084	0	80,084
Health Program Analyst II	FT	8,518	100%	12	102,219	0	102,219
Accountant II	FT	5,520	100%	12	66,237	0	66,237
					0		0
					0		127 0
					0		0
					0		0
					0		0
					0		0
					0		0
					0		0
					0		0
					0		0
				Total Direct Salaries	480,211	0	480,212

DO NOT FORGET TO ADJUST First 5 LA Funds IF MATCHING FUNDS ARE INCLUDED

USE ADDITIONAL SHEETS IF NECESSARY

*Fringe Benefits:	Percentage			
FICA	0.00%	0	0	0
SUI	0.00%	0	0	0
Health	0.00%	0	0	0
WC	0.00%	0	0	0
Other	0.00%	153,257	0	153,257
	0.00%		-	
Total Personnel		$633,469	$0	$633,469

*Fringe Benefits must be broken down by categories.

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Section 2

Agreement # 08379.4
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Contracted Services

Agency: County of Los Angeles

Project Name: Parent Child Interaction Therapy (PCIT)

Agreement Period: 07/01/2018 - 06/30/2019

Contracted/Consultant Services	RATE OF PAY AND FORMULA USED FOR DETERMINING AMOUNT	First 5 LA Funds	Total Matching Funds	Total Contracted Svcs
Stipend - Training	Rate of pay $50.00/hr. Rate is based on County standard stipend rate for a PEI reimbursement. Funds allocated evenly between provider. Includes expanded stipend hours and increased training opportunities for depth. 5 new agencies (FY 18-19) x 4 clinicians each x 320 hours each clinician x 50.00, and 8 (7 contracted, 1 Directly operated) carry over providers x 4 clinicians x 200 hours x $50.00	640,000		640,000
Stipend - Transportation	Allocated for up to 5 new agencies and 7 carryover agencies to receive voucher/tokens to support clients with transportation to the clinics to receive PCIT services	14,400		14,400
Stipend-Childcare	Allocated for up to 5 new providers and 7 carry over providers to support the acquisition of in-home or on-site respite care services for families requiring childcare support	36,000		36,000
Stipend-Program Supplies	$28,800 is allocated to provide for up to 5 new providers and 7 carry over providers for model specific supplies for clients receiving PCIT and to provide program supplies for familes making progress towards their treatment goals.	28,800		28,800
PCIT Tool Kit	$ 150 kits x 40 hrs. x 2/yr.=$ 12,000 $ 6,500 x 2/yr= $13,000	25,000		25,000
Community Event	$30,000 will be utilized to plan and organize a PCIT community event with DMH and community partners	30,000		30,000
PCIT Van	$1,000,000 will be utilized for the purchase of 2 PCIT mobile vans, to the winning contracted bidder, to bring PCIT services into communites where most needed	1,000,000		1,000,000
Outreach & Engagement/COS	First 5 LA approved overall funds for Outreach & Engagement. Allocation is based on the number of providers receiving O&E in a given FY. It is allocated evenly between the providers.	25,000		25,000
Indigent	$4000/family* 5 families	20,000		20,000
EPSDT	$8000/family* 288 families	230,400	2,073,600	2,304,000
				0
				0
	Total Contracted Services:	**$2,049,600**	**$2,073,600**	**$4,123,200**

DO NOT FORGET TO ADJUST First 5 LA Funds IF MATCHING FUNDS ARE INCLUDED
USE ADDITIONAL SHEETS IF NECESSARY

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Section 3

Equipment

Agency: County of Los Angeles

Project Name: Parent Child Interaction Therapy (PCIT)

Agreement Period: 07/01/2018 - 06/30/2019

Equipment description of item	Quantity	Unit Cost	Total Equipment Cost	First 5 LA Funds	Matching Funds	Total Cost
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
		Total Equipment:	**$0**	**$0**	**$0**	**$0**

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DO NOT FORGET TO ADJUST First 5 LA Funds IF MATCHING FUNDS ARE INCLUDED

USE ADDITIONAL SHEETS IF NECESSARY

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Section 4

Printing/Copying

Agency: County of Los Angeles

Project Name: Parent Child Interaction Therapy (PCIT)

Agreement Period: 07/01/2018 - 06/30/2019

Printing/Copying include description	Quantity	Unit Cost	Total Printing Cost	First 5 LA Funds	Matching Funds	Total Cost
Printing & Copying Materials for Learning Collaboratives			2,500	2,500	0	2,500
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
		Total Printing/Copying:	**$2,500**	**$2,500**	**$0**	**$2,500**

DO NOT FORGET TO ADJUST First 5 LA Funds IF MATCHING FUNDS ARE INCLUDED

USE ADDITIONAL SHEETS IF NECESSARY

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Sections 5 & 6

Space & Telephone

Agency: County of Los Angeles

Project Name: Parent Child Interaction Therapy (PCIT)

Agreement Period: 07/01/2018 - 06/30/2019

Space include description, cost per square foot	Footage/Quantity	Unit Cost	Number of Months	Total Space Cost	First 5 LA Funds	Matching Funds	Total Cost
Training Coordinator/Cubicle	81.00	3.02	12	2,935	2,935	0	2,935
Intermediate Typist Clerk/Cubicle	49.00	3.02	12	1,776	1,776	0	1,776
Management Analyst/Cubicle	81.00	3.02	12	2,935	2,935	0	2,935
Health Program Analyst II/Cubicle	81.00	3.02	12	2,935	2,935	0	2,935
Accountant II/Cubicle	72.00	3.02	12	2,609	2,609	0	2,609
Psychiatric Social Worker II/Cubicle	81.00	3.02	12	2,935	2,935	0	2,935
				0	0		0
				0	0		0
				0	0		0
			Total Space:	**$16,127**	**$16,127**	**$0**	**$16,127**

Telephone include # of lines and cost per line	Quantity	Unit Cost	Number of Months	Total Phone Cost	First 5 LA Funds	Matching Funds	Total Cost
Iphones	4	56.00	12	2,688	2,688	0	2,688
Landlines	6	13.50	12	972	972	0	972
Hotspot/Aircard	4	80.00	12	3,840	3,840		3,840
				0	0		0
				0	0		0
				0	0		0
				0	0		0
				0	0		0
				0	0		0
			Total Telephone:	**$7,500**	**$7,500**	**$0**	**$7,500**

DO NOT FORGET TO ADJUST First 5 LA Funds IF MATCHING FUNDS ARE INCLUDED

USE ADDITIONAL SHEETS IF NECESSARY

Agreement # 08379.4

Sections 7 & 8

Postage & Supplies

Agency: County of Los Angeles

Project Name: Parent Child Interaction Therapy (PCIT)

Agreement Period: 07/01/2018 - 06/30/2019

Postage include description	Quantity	Unit Cost	Number of Months	Total Postage Cost	First 5 LA Funds	Matching Funds	Total Cost
				0	0		0
				0	0		0
				0	0		0
				0	0		0
				0	0		0
				0	0		0
				0	0		0
				0	0		132 0
			Total Postage:	**$0**	**$0**	**$0**	**$0**

Supplies include description	Quantity	Unit Cost	Number of Months	Total Supplies Cost	First 5 LA Funds	Matching Funds	Total Cost
Office Supplies				11,000	11,000	0	11,000
Computer Software	6	500.00	12	3,000	3,000	0	3,000
				0	0		0
				0	0		0
				0	0		0
				0	0		0
				0	0		0
				0	0		0
				0	0		0
				0	0		0
				0	0		0
				0	0		0
			Total Supplies:	**$14,000**	**$14,000**	**$0**	**$14,000**

DO NOT FORGET TO ADJUST First 5 LA Funds IF MATCHING FUNDS ARE INCLUDED

USE ADDITIONAL SHEETS IF NECESSARY

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Sections 9 & 10

Employee Mileage/Travel & Training Expenses

Agency: County of Los Angeles

Project Name: Parent Child Interaction Therapy (PCIT)

Agreement Period: 07/01/2018 - 06/30/2019

Employee Mileage/Travel include description	Mileage Quantity	Unit Cost per Mile	Total Mileage/Travel Cost	First 5 LA Funds	Matching Funds	Total Cost
Mileage for DMH staff site visits & trainings	2,600	0.525	1,365	1,365	0	1,365
Travel Expenses (includes Hotel, Food, Rental car, baggage fees, hotel/airport parking, meals, airfare, etc.)			18,000	18,000	0	18,000
				0	0	0
				0		0
			0	0		0
			0	0		0
			0	0		
			0	0		0
			0	0		0
Total Employee Mileage/Travel:			**$19,365**	**$19,365**	**$0**	**$19,365**

Training Expenses include description, # of people	Quantity	Unit Cost Per Training	Total Training Cost	First 5 LA Funds	Matching Funds	Total Cost
Various trainings (trainings, Tech Assistant Calls, Consortium, etc)			130,000	130,000	0	130,000
			0	0		
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
Total Training Expenses:			**$130,000**	**$130,000**	**$0**	**$130,000**

DO NOT FORGET TO ADJUST First 5 LA Funds IF MATCHING FUNDS ARE INCLUDED

USE ADDITIONAL SHEETS IF NECESSARY

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Section 11

Evaluation

Agency: County of Los Angeles

Project Name: Parent Child Interaction Therapy (PCIT)

Agreement Period: 7/01/2018 - 06/30/201

Evaluation Contracted Services	Quantity	Rate of Pay	Total Evaluation Cost	First 5 LA Funds	Matching Funds	Total Cost
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
Total Evaluation:			**$0**	**$0**	**$0**	**$0**

DO NOT FORGET TO ADJUST First 5 LA Funds IF MATCHING FUNDS ARE INCLUDED

USE ADDITIONAL SHEETS IF NECESSARY

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Section 12

Capital Cost/Renovation

Agency: County of Los Angeles

Project Name: Parent Child Interaction Therapy (PCIT)

Agreement Period: 07/01/2018 - 06/30/2019

Capital Cost/Renovation	Quantity	Rate of Pay	Total Evaluation Cost	First 5 LA Funds	Matching Funds	Total Cost
Capital Needs (including 5 New Providers, 2nd room, upgraded equipment)	5	27,000.00	135,000	135,000		135,000
	7	27,000.00	189,000	189,000		189,000
	15	10,000.00	150,000	150,000		150,000
				0		135 0
				0		0
				0		0
				0		0
				0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
			0	0		0
Total Evaluation:			**$474,000**	**$474,000**	**$0**	**$474,000**

DO NOT FORGET TO ADJUST First 5 LA Funds IF MATCHING FUNDS ARE INCLUDED

USE ADDITIONAL SHEETS IF NECESSARY

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Sections 13 & 14

Other Expenses & Indirect Cost

Agency: County of Los Angeles

Project Name: Parent Child Interaction Therapy (PCIT)

Agreement Period: 07/01/2018 - 06/30/2019

Other Expenses include description	Quantity	Unit Cost	Total Other Cost	First 5 LA Funds	Matching Funds	Total Cost
Evaluation Material PAR/Ages & Stages Questionnaire			45,000	45,000		45,000
Video/Promotional Materials			100,000	100,000		100,000
			0	0		0
			0	0		0
			0	0		0
			0	0		0
		Total Other Expenses:	$145,000	$145,000	$0	$145,000

Indirect Cost include general purpose for this cost	Total Indirect Cost	First 5 LA Funds	Matching Funds	Total Cost
10% of: salaries, Printing, Space, Telephone, Postage, Supplies, Mileage & Travel & Training Exp.minus $74,200 of Training allocation (non-subcontracted allocation)	74,876	74,876		74,876
	0	0		0
	0	0		0
	0	0		0
	0	0		0
Total Indirect Cost:	$74,876	$74,876	$0	$74,876

DO NOT FORGET TO ADJUST First 5 LA Funds IF MATCHING FUNDS ARE INCLUDED

USE ADDITIONAL SHEETS IF NECESSARY

PARENT-CHILD INTERACTION THERAPY (PCIT)
FY 2018-19 Budget Narrative

YEAR 7 TOTAL BUDGET REQUEST **3,566,437**

LACDMH PCIT Training Coordinator – Annualized Salary: $99,240 Employee Benefits: $29,792.13

Total: $129,032.13

The LACDMH Training Coordinator will plan, develop, implement and coordinate PCIT program training activities. This includes participation in identifying and selecting PCIT provider agencies to participate in the training program. The Training Coordinator will provide technical assistance to secure venues, prepare all requisite training paperwork, and secure documents necessary for Continuing Education Units (CEU) processing requirements. Additionally, the Training Coordinator will interface with the University of California Davis (UC Davis) PCIT Training Coordinator and trainers to implement the training activities. Other duties include developing a comprehensive training plan which addresses policy for participant selection; determining training needs through investigation and consultation, evaluating the number of clinical staff who need PCIT training currently and those who have received PCIT training in the past, and assessing the quality of that training and progress to advanced training. The Training Coordinator will also advise and consult with provider agencies, First 5 LA and PCIT trainers in formulating ongoing training plans; coordinating the availability and distribution of training materials, and analyzing and evaluating the effectiveness of trainers and training in collaboration with provider agencies to recommend revisions meant to increase effectiveness. Minimum requirements for this position include a graduate degree in mental health, familiarity with PCIT experience analyzing, coordinating, and implementing training programs.

PCIT Intermediate Typist Clerk (ITC) – Annualized Salary: $43,609 Employee Benefits: $17,483.16

Total: $61,092.16

The ITC will provide clerical and administrative support to the Training Coordinator, Psychiatric Social Worker II (PSW II), and Management Analyst. The ITC will oversee training logistics and assist with scheduling trainings. This includes preparing materials for trainings, managing the training registration process, providing support for training events, introducing the trainer(s), developing training certificates, and maintaining the trainee database. The ITC will develop, distribute, collect, and summarize training evaluation documents. Additionally, the ITC will proofread documents to ensure accuracy, manage data entry activities required to create charts, and prepare spreadsheets for PCIT training, and administrative functions.

PARENT-CHILD INTERACTION THERAPY (PCIT)
FY 2018-19 Budget Narrative

PCIT Psychiatric Social Worker II (PSWII) – Annualized Salary: $88,823 Employee Benefits: $27,487.23 **Total: $116,310.23**

The PSW II will be the practice lead to agencies participating in this countywide project. As such, the practice lead will be knowledgeable about PCIT, and act as the DMH voice for the practice. This will include being trained in PCIT, compiling frequently asked questions (FAQs) regarding PCIT, being knowledgeable about DMH requirements associated with PCIT, assisting in developing policy regarding use of PCIT, and providing recommendations for implementation, effectiveness and sustainability. The practice lead will also collaborate with the developer/trainer, and act as a liaison among First 5 LA, DMH, developer/trainer, and provider agencies. Additionally, the practice lead will provide technical assistance and support to agencies regarding implementation, monitoring fidelity to the PCIT model, tracking the collection and reporting of outcomes, and appropriate claiming for direct services. With regard to sustainability of the PCIT practice model, the practice lead will convene quarterly round table meetings with providers implementing PCIT, plan for interrupted progression and staff turnover, and develop a concrete implementation plan.

Management Analyst – Annualized Salary: $80,084 Employee Benefits: $25,553.58 **Total: $105,637.58**

The Management Analyst will perform a variety of analytical, technical, and/or confidential and sensitive assignments in health program operations and administration. The Management Analyst will assist in the formulation of program policies and objectives, track and ensure program compliance with grant requirements, monitor, adjust, and coordinate the program budget, and gather and analyze program data and prepare reports. The Management Analyst will monitor and approve manual invoices for First 5 LA funding. Additionally, the Management Analyst conducts routine and/or moderately complex contract feasibility studies, cost analysis studies and prepares reports detailing findings and makes recommendations. The Management Analyst conducts contract solicitations, develops specifications and/or scope of work, solicitation packages, and proposal/bid evaluation processes. The Management Analyst prepares documentation for routine and/or moderately complex contracts to support contract recommendations. In addition, the Management Analyst assists in negotiating legal and operational terms, requirements, and conditions for contract awards and modifications, and assists in preparing related documents including contracts, amendments and letter agreements. The Management Analyst prepares letters and memos to the Board of Supervisors recommending contract awards for review by senior level contract staff. In addition, the Management Analyst assists line operations in identifying contractual and funding problems and in resolving differences with contractors. The Management

PARENT-CHILD INTERACTION THERAPY (PCIT)
FY 2018-19 Budget Narrative

Analyst assists in formulating policies and procedures for contract development and/or in designing forms and other tools to aid in contract development.

Health Program Analyst II – Annualized Salary:$102,219 Employee Benefits: $30,451.32 **Total: $132,670.32**

The Health Program Analyst II will assist in the development, implementation, monitoring and evaluation of the PCIT. Under the general supervision of the MH Clinical District Chief, the Health Program Analyst II tracks and ensures compliance with First 5 LA grant requirements for the PCIT program. The Health Program Analyst II will also be responsible for monitoring and billing the Year 1 through Year 7 expenditures, while making adjustments and coordinating the development of budgets for Year 4 through Year 7. The Health Program Analyst II gathers and analyzes data pertaining to program expenditures and makes recommendations for future allocations. Based on PCIT outcome measures and other program data, the Health Program Analyst II assists in formulation of recommendations regarding implementation and sustainability of PCIT program.

Accountant II – Annualized Salary: $66,237 Employee Benefits: $22,489.79
Total: $88,726.79

The Accountant II primarily will be responsible for the claiming functions for the First 5 LA Grant. The Accountant II will interpret accounting and financial provisions, regulations, and standards related to the claiming of First 5 LA funds. They will also compile periodic expenditure and revenue reports for First 5 LA as well as preparing accounting ledgers and sub-ledgers. The Accountant II will handle the day-to-day gathering of claims data for directly operated clinics and contracted legal entities that are eligible for claiming to the First 5 LA program. The Accountant II will also reconcile claiming amounts to the electronic Countywide Accounting and Purchasing System (eCAPS) reports and prepare year-end claiming estimate based on information provided by the program and expenditures section.

CONTRACTED SERVICES **$2,049,600**

Throughout the County of Los Angeles, DMH has experienced a high turnover in clinicians trained through the First 5 LA training grant. In an effort to increase the workforce of trained PCIT clinicians, additional support will be provided to agencies that have experienced a high turnover in staff and currently do not have the capacity to deliver PCIT training and services.

PARENT-CHILD INTERACTION THERAPY (PCIT)
FY 2018-19 Budget Narrative

Stipend-Provider Training **$ 640,000**

This stipend is based on LACDMH's current reimbursement rates. Training stipends will be provided for therapists participating in the PCIT basic training program. Up to 4 clinicians at each agency, up to 5 new agencies for a total of up to 20 clinicians, and 8 carry-over agencies (7 legal entities plus 1 directly–operated site) for up to 32 clinicians. The FY 18-19 budget amount of $640,000 includes the allocated training stipends of: $320,000 for up to 5 new providers to meet basic requirements of the training model, and $320,000 up to 8 carry-over providers.

	# of Agencies	# of Clinicians	Hours	Hourly Rate	Total
New Agencies	5	4	320	$50	$320,000

	# of Agencies	# of Clinicians	Hours	Hourly Rate	Total
Carry-Over Agencies	8	4	200	$50	$320,000

Stipend Transportation **$14,400**

Transportation has been one of the key barriers for clients receiving PCIT services in the clinic settings. To help mitigate this barrier, $14,400 is allocated for up to 12 providers to receive transportation stipends (i.e. taxi vouchers, tap cards, gas cards, bus tokens, etc.) to assist clients faced with transportation issues. Based on previous Transportation Surveys, DMH learned that PCIT clients relied on various modes of transportation. The majority of providers reported that families they served primarily relied on buses and/or the Metro system; with the exception of the Antelope Valley, where their support was through taxi vouchers and gas cards. The transportation stipend funds allocated from the First 5 LA PCIT Training grant will address transportation barriers and support families challenged with transportation issues. Qualified Legal Entity (LE) providers who serve a high number of clients/families challenged with transportation issues will be able to purchase vouchers, tap cards, gas cards, and bus tokens for clients/families in need of such support.

Methodology:

# of Sessions	# of Clients	Frequency	Cost	# of Providers	Total
25	12	2 (roundtrip)	$2.00	5	$6,000

PARENT-CHILD INTERACTION THERAPY (PCIT)
FY 2018-19 Budget Narrative

# of Sessions	# of Clients	Frequency	Cost	# of Carry-over Providers	Total
25	12	2 (roundtrip)	$2.00	7	$8,400

Note: Of the eight carry-over provider sites, one is DMH-Directly Operated (DO). This DO will only be allocated training funds.

Stipend - Childcare **$36,000**

Caregivers participating in PCIT services experience challenges in maintaining a consistent attendance in treatment due to the lack of childcare, especially in households with multiple children. Since PCIT is an individualized service and requires a one-on-one interaction between the caregiver and child, the caregiver is oftentimes unable to attend sessions because of childcare limitations. First 5 LA funding for childcare will address this challenge and promote an increase in attendance of PCIT sessions. Through the provision of flex funds, qualified LE providers who serve a high number of clients and families challenged with childcare issues will be able to utilize the additional funding to support the acquisition of in-home or on-site respite care services, at the discretion of the parents, provided by local agencies offering respite care for families requiring childcare support. The allocation is for 5 new agencies, 7 carry-over agencies.

Methodology:

# of Sessions	# of Clients	Frequency	Cost	# of Providers	Total
25	6	1 hour	$20.00	12	$36,000

Note: Of the eight carry-over provider sites, one is DMH-Directly Operated (DO). This DO will only be allocated training funds.

Stipend - Program Supplies **$28,800**

DMH conducted an analysis of its providers' performance and learned that Providers who offered families with additional model specific supplies (i.e. toys, stickers, gift cards, etc.) had a decrease in drop-out rates. The analysis found that providers who offered model specific supplies in FY 13-14 were 11% more likely to complete their competency requirements successfully. Similarly in FY 14-15, providers who offered this type of support were 13% more likely to complete their competency requirements successfully. In addition, after examining PCIT cases that were completed in FY 13-14, DMH found providers who offered this type of support were 3½ times more likely to complete their PCIT cases successfully. Based upon the results of these findings, DMH anticipates the increased availability of program supplies will elevate the overall client graduation rate and thereby decrease the time necessary for clinicians to complete the training requirements. In particular, flex funds will allow for purchase of program supplies for

PARENT-CHILD INTERACTION THERAPY (PCIT)
FY 2018-19 Budget Narrative

families making steady progress toward meeting their treatment goals. This funding will be regulated under current Client Supportive Services Guidelines.

Methodology:

Program Supplies $400 per agency

# of Sessions	# of Clients	Cost	# of Providers	Total
25	16	$1.00	12	$4,800

Parent/Family Reinforcements $2,000 per agency

Cost per group of session	Frequency	# of Clients	# of Providers	Total
$25	25/5=5 Gift-cards every 5 sessions	16	12	$24,000

($25 gift card every 5th session)

Note: Of the eight carry-over provider sites, one is DMH-Directly Operated (DO). This DO will only be allocated training funds.

PCIT Tool Kit **$25,000**

As the number of PCIT clinicians is growing throughout Los Angeles County, DMH has observed the need to establish a more standardized infrastructure to support the local PCIT providers. Seasoned providers participating in training have reported a gap between the training they are receiving in the model and the tools needed to implement the model with their target population, DMH Medi-Cal clients in Los Angeles County. In addition PCIT clinicians have reported that technical assistance is needed to increase their knowledge and skill set to become effective Trainer of Trainers (ToT) and supervisors. Finally, administrators at Provider sites have noted the need for implementation support when bringing onboard an involved EBP such as PCIT. These Tool Kits will include program and operational strategies for the infrastructure needed for the implementation of PCIT as they are relevant to the Los Angeles County. Providers will gain valuable information about growing and sustaining a robust PCIT program. Materials for the PCIT Tool Kit will include but are not limited to: promotional video, research literature, sample handouts and a directory of PCIT contacts. This service will be outsourced through a competitive solicitation process, open to PCIT providers within the LA County Network.

Methodology:

Creation of Kits	# of hours	Frequency	Total
$150	40	2 times a year	$12,000

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Cost of 100 kits	Frequency	Total
$6,500	2 times a year	$13,000

Community Event **$30,000**

Community presence and a strong Birth to Five referral stream are essential elements needed for a successful PCIT Training Program. The lack of a consistent referral stream has impacted the providers' ability to complete the PCIT training and achieve competencies. By promoting organized PCIT community events, DMH and community partners will collaborate to raise awareness and increase visibility of the growing number of mental health facilities offering PCIT services throughout Los Angeles County. The community event will offer guest speakers, community resources, handouts, health screening resources, food vendors, family friendly activities and booths and give-a-ways. The implementation and collaboration of this event will be outsourced through a competitive solicitation process open to PCIT providers within the LA County Network and/or will be spent by a Departmental Services Order with another County Department.

PCIT Van **$1,000,000**

First 5 LA funds will be made available for two coachman mobile van, equipped with state-of-the-art audio-video equipment to provide PCIT services in local neighborhoods where current PCIT clients reside and in various community locations. The vans will not only bring PCIT services into communities where they are most needed, but will also serve to mitigate issues related to lack of adequate transportation, which is one of the challenges faced by many families in Los Angeles County. Additionally, the vans will be utilized to provide services for the target communities such as Head Start programs, Women, Infant & Children (WIC) centers, Best Start communities and Health Neighborhoods throughout specified service areas. Through a competitive bidding process, DMH will identify a qualified Legal Entity (LE) provider interested in obtaining a PCIT vans. Among the providers that express interest, DMH will identify one agency in the selected geographical area that is currently experiencing barriers to service to receive a PCIT van. The winning bidders will assume all financial and legal responsibilities associate with the maintenance, up-keep, and storage of the PCIT van and will only be eligible to receive one PCIT van each.

Public Outreach /Community Outreach Services (COS) **$25,000**

In order to ensure outreach to consumers who can best benefit from the specific PCIT program interventions, provider agencies will conduct outreach and education activities. Public outreach is included under Community Outreach Services (COS) and is billed in the DMH IS system. These activities will target the specific population in the

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dissemination of information regarding the benefits of improved functioning in individuals and within the family through participation in PCIT. Additionally, these activities will ensure the long-term sustainability of PCIT. Outreach services enable provider agencies to reach the community-at-large providing a proactive way to address the needs of those who might not know how to access PCIT services. Outreach services include consultation, education, and information services provided to other professionals, organizations, and/or community residents. The specific goals of PCIT outreach services are to educate professional organizations, and/or community residents about the benefits of PCIT. Examples of outreach activities include, but are not limited to the following: contact with community residents, welfare personnel, pediatric clinics and hospitals, school personnel, residential care providers/staff, criminal justice system personnel, clergy, etc., and familiarize them with identification and referral of infants, children, and parents who would benefit from PCIT treatment. Additionally, provider agency staff may provide information during a parenting class, community health fair presentation, or other similar community group regarding availability of PCIT services. Finally, agencies currently implementing PCIT may be able to present informational forums coordinated by DMH to agencies that may be considering the appropriateness of PCIT for their client population.

Funding for Direct Indigent Services **$ 20,000**

Families who do not meet state or federal funding eligibility criteria face insurmountable barriers to access quality mental health services. During year seven, funding from First 5 LA will provide $4,000 per provider site.

Funding for Medi-Cal Match **$230,400**

LACDMH is the countywide mental health program administrator and is the local entity responsible for establishing provider eligibility to receive reimbursement for mental health services for children and their families in Los Angeles County. In order to maximize the First 5 LA grant, LACDMH will utilize the funding as Medi-Cal match to leverage federal revenues by targeting consumers that meet the "medical necessity" criteria for Medi-Cal reimbursement. The funds provided by the First 5 LA grant will assure that agencies can provide services to approximately 288 families during the seventh year funding of this project. Funding for the Medi-Cal match is limited to the duration of First 5 LA funding for the project.

PRINTING/COPYING **$2,500**

Printing/copying funding is necessary for the printing, copying, and assembly of PCIT related reports, training materials, educational brochures, forms, presentations, etc.

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SPACE — $16,127

Space costs include lease office space and office furniture for 6 full time employees (FTE) which include: 1 finance, 2 administrative, 2 program, and 1 clerical support staff. This cost serves as the headquarters for staff to conduct their First 5 PCIT job function.

TELEPHONE — $7,500

An operating expense needed for 6 full time First 5 PCIT staff to conduct daily business requires a landline phone as well as a mobile phone for field accessibility. First 5 PCIT staff is responsible for conducting site visits, site reviews, trainings, meetings, presentations, etc. throughout the Los Angeles County. In order to insure the success of these offsite events in the community, staff is required to communicate via telephone and/or email with other staff and providers. Additionally, the staff conduct trainings, provider support group meetings, claiming trainings, etc. that require the immediate and convenient offsite internet accessibility to reference the webpages that are mentioned throughout these trainings. This would streamline the providers' understanding of the subject matter they are required to possess upon their certification process.

SUPPLIES — $14,000

Supplies cost is associated with 6 DMH staff for their general office supplies to adequately complete their PCIT program job function.

EMPLOYEE MILEAGE/TRAVEL

Mileage/Travel & Various Trainings — $19,365

Costs associated with this section include staffs' mileage for the visits to monitor agencies' progress, claiming, and fidelity to the model. Visits include:
Technical Assistance site visits, Statement of Eligibility and Interest site reviews and Program Development site visits.

Methodology:

Mileage Quantity	Unit Cost per Mile	Total
2600	0.525	$ 1,365

In addition, this includes travel costs for trainings, conferences, meetings, presentations, etc. Airfare and lodging funds are to be used to attend collaborative meetings with UC Davis, conferences, trainings, meetings pertaining to target population or if needed,

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community event lodging. Various Training funds are used to secure venues for large group trainings/meetings/presentations such as the Technical Assistance Conference Calls, ASQ Trainings, PCIT Consortium referenced below. This fund is to be used for PCIT staff professional development. Some examples include but are not limited to:

-Zero to three National Training Institute (NTI) 3 day Conference (5 day stay)
(Up to 5 staff)
Hotel $250 per night per person (3 nights)
Food $75 per day per person (4 days)
Transportation/Rental/parking $150 per day per person (4 days)
Estimated total-$ 475 per person

-Community Event-Event set-up and preparation (up to 6 staff)
Hotel $250 per night per person (1 night)
Food $75 per day per person (1 day)
Transportation $50 per day per person (1 day)

UC Davis PCIT Conference
(Up to 5 staff)
Hotel $250 per night per person (3 nights)
Food $75 per day per person (4 days)
Transportation/Rental/parking $150 per day per person (4 days)
Estimated total-$ 475 per person

Estimated Total $19,365

TRAINING EXPENSES

Additional training expenses Estimated $ 63,200

Professional development for clinicians, managers, administrators, etc. may include travel cost, venue cost, and/or registration fees for the following conferences, trainings and/or meetings pertaining to First 5 LA target population.

- UC Davis Parent Child Interaction Therapy Conferences,
- UC Davis Extension-Infant, Parent Mental Health training,
- EBP Conferences throughout California,
- Provider Support Groups,
- Learning Communities Network,
- Advanced Trainings,
- Claiming Guidelines,
- ICARE Trainings,
- OMA Trainings
- Venue Costs for all meetings/trainings aforementioned
- *DMH Birth to 5 Conference with State, County, City partners*

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Zero to three National Training Institute (NTI) 3 day Conference (5 day stay)
Conference Cost-$800 per person (up to 8 staff) **Estimated $16,000**

Please note that the first Zero to Three estimate is for travel costs associated to the Conference, for up to 5 staff and the second Zero to Three estimate is for the actual attendance cost for the

Technical Assistance Calls Estimated at $2,000
The teleconference calls facilitated by a PCIT Specialist about topics tailored to administrative, clinical and/or support staff. These calls will discuss best practices among the PCIT providers.

Development of a local PCIT Consortium Estimated $8,800

In order to mitigate concerns related to the sustainability for PCIT providers, DMH proposes to create a local PCIT consortium. With the creation of a local PCIT Consortium, a group of leaders will partner to establish and maintain a forum in which the Los Angeles County Network of PCIT providers can: share best practices, collaborate and create specific resources. This service will be outsourced through a competitive solicitation process, open to PCIT providers within the LA County Network.

Ages & Stages ToT training Estimated at $40,000
The Ages & Stages capacity building training will provide a transfer of learning approach for clinician assessing the development of the Birth to Five populations. Through professional development from an expert trainer on Ages & Stages, clinicians will acquire both the theoretical and practical approach to using and teaching the Ages & Stages tools within their program. By offering this instructional trainer of trainer model, DMH will build capacity throughout Los Angeles County, thereby increase Birth to Five knowledge, expand resources and increase the number of trained clinicians to effectively assess, administer and teach on the Ages & Stages Questionnaire (ASQ). This trainer of trainer approach will enable a higher quality of services and outcomes for PCIT participant by ensuring that each First 5 LA PCIT client receives a developmental screening.

<u>Capital Needs Set-aside</u> **$474,000**

Agencies (e.g., contracted providers and directly operated clinics) may need to upgrade their facilities and/or equipment in order to support appropriate environmental requirements of PCIT training and implementation. As part of the facility upgrades agencies are required to have extensive bandwidth to operate telehealth training equipment required for training with Sacramento based trainers from UC Davis. First 5 LA is providing a maximum of $27,000 per site for a total of up to 5 new provider sites, and for capital expenditure for retrofitting each provider agency's facility and/or acquiring needed equipment for the appropriate implementation of PCIT. PCIT requires

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that a stripped therapy room be provided, wherein services are rendered. Additionally, an adjacent observation room with either a one-way mirror or video monitoring must also be available. With regard to equipment, a communication system which allows the therapist to speak in real time to the parent during parent-child interactions is required. Video-taping equipment is also required in order to tape sessions. These tapes can then be used for evaluating PCIT treatment interactions, supervision, and training purposes. Additional requirements may be stipulated by the UC Davis Training Professional.

New Provider Sites	Capital cost per site	Total
5	$27,000	$135,000

Capital funds would also be available for up to 7 existing agencies that have expressed the need for an additional PCIT room to provide services in their service area. In order to meet the facility upgrade/2nd room requirement, agencies are required to provide the PCIT team with data that reflects the service need for their agency. Adding a second room will address any service and disparity need and allow providers to sustain PCIT training and fidelity to the model.

Number of Providers	Cost of 2nd room	Total
7	$27,000	$189,000

Capital funds would also be available for up to 15 existing agencies that have expressed the need for upgraded equipment. Providing telehealth upgraded equipment will address any service and disparity need and allow providers to sustain PCIT training and fidelity to the model.

Number of Providers	Cost of upgrade	Total
15	$10,000	$150,000

Evaluation Material **$45,000**

The Ages & Stages Questionnaire (ASQ) will allow for clinicians to easily and effectively screen young children for developmental delays between the ages of Birth through 5. With access to an effective developmental and social-emotional screening tool, Providers will have an increased capacity to improve child and family functioning among target population who receive PCIT services. Providing such valuable information to families would lead to improving family functioning and increasing developmental information for caregivers and families. Similarly, equipping clinicians with needed tools will lead to a higher quality of services to clients ages Birth to Five countywide.

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Promotional Materials **$100,000**

As part of the performance matrix objective, there is a need to create materials and visual products to promote PCIT to target audience which may include funders, potential agencies, County and private agencies. Estimates were developed based on cost research from video production companies/vendors.

Indirect Cost **$74,876**

Salaries and employee benefits for staff involved indirectly on the project include contracts administration, fiscal services, mental health bureau administration, and executive office. Services and supplies to support staff indirectly involved on the oversight of this project include contracts administration, fiscal services, mental health bureau administration and the executive office. Administrative overhead, mileage, travel, and contracted training costs are accounted.

YEAR 7 TOTAL REQUESTED BUDGET **$3,566,437**

Agenda Item: 2D
Date: May 10, 2018

First 5 LA

SUBJECT:
Request to amend the Strategic Partnership with the Los Angeles County Department of Public Health up to $10.1 million over a five year period (2018-2023) as the HMG-LA Organizing Entity and authorize an initial agreement (FY18-19) for an amount up to $900,460. (Fund Balance Category: Assigned).

RECOMMENDATION (PROVIDED AS ACTION):
First 5 LA staff recommends the Board approve an amendment to the Strategic Partnership with the Los Angeles County Department of Public Health (LACDPH) for an amount up to $10.1 million and authorize staff to execute an initial contract from July 1, 2018 to June 30, 2019 for $900,460. Subsequent agreements will be presented to the Board for consideration as part of Contracts Consent. Funds for FY18-19 will be included in the FY18-19 First 5 LA Programmatic Budget which will be brought to the Board for approval in June. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution. This item was presented as information at the April 26, 2018 Special Commission/Program and Planning Committee Meeting.

BACKGROUND:
On November 9, 2017 the Board approved the establishment of a Strategic Partnership with the County of Los Angeles Department of Public Health to serve as the organizing entity for HMG-LA. Additionally, the Board directed First 5 LA staff to work with LACDPH to further refine role, responsibilities and core activities and develop Strategic Partnership. This request amends the original Strategic Partnership by clarifying the scope of the project and incorporating the not to exceed project amount of $10.1 million. Following the November 2017 Board meeting, staff assessed and refined budget categories and expenditures for the Long Term Financial Projections (LTFP) for the Health Systems Strategy 1: Early Identification and Intervention, resulting in the estimated, up to $10.1 million allocation projection for the Strategic Partnership. The $10.1 million also aligns with the initial Strategic Plan estimates for the implementation of this strategy.

Help Me Grow (HMG) is a national system change model, which aims to improve the coordination and functioning of developmental and behavioral screening, assessment and early intervention supports through the following 4 essential core components: Child Health Care Provider Outreach; Community & Family Outreach;[1] Centralized Access Point; and Data Collection and Analysis. Successful implementation of HMG builds on existing resources, maximizes opportunities within public agencies and across system functions, and advances a coalition of providers and sectors working collaboratively toward a shared agenda.

The HMG model relies on establishing an Organizing Entity to provide support, oversight and facilitation of broad system change activities and also builds out the necessary foundational infrastructure. On November 9, 2017, the First 5 LA Board approved the request to establish a strategic partnership with LACDPH to serve as the Organizing Entity for five years beginning in Spring FY2017-18 through FY2022-23. At that meeting, staff noted returning to the Board in Spring 2018 with additional information on LACDPH's role, responsibilities and key activities including budget amount.

STATUS OF WORK:
First 5 LA and LACDPH staff has been working over the past several months to finalize a scope of work and budget for Year 1 of the 5 year Strategic Partnership. The total budget is $900,460 which will

[1] The Help Me Grow National model refers to this core component as "Community and Family Outreach," however the HMG-LA planning members selected to change the title to "Community and Family Engagement (CFE)"

support implementation planning of the HMG-LA infrastructure (Centralized Access Point and Data Collection and Analysis); plan for a HMG-LA countywide spread and scale strategy; and identify sustainable federal and state funding to support HMG-LA activities, as appropriate. LACDPH will also convene key content experts and representatives from public and private agencies and county systems into a Leadership Advisory Committee, Family Advisory Committee and Data Advisory Committee to guide early implementation of the HMG-LA strategies. The funds to support Year 1 of this Strategic Partnership will come from First 5 LA's FY18-19 Programmatic Budget under Health Strategy 1: Early Identification/Developmental Screenings/Connections to Services.

This Strategic Partnership with LACDPH will build upon the investments and resources LACDPH has already dedicated to improving developmental screening rates among young children and promoting American Academy of Pediatrics developmental screening guidelines as part of the Local Health Jurisdiction 5-year Action Plan and FY 2017-2018 Maternal, Child and Adolescent Health (MCAH) Scope of Work submitted to the California Department of Public Health (CDPH).

JUSTIFICATION:

As noted in the November 2017 Memo, this Strategic Partnership meets the criteria below:

☐ The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or

☐ The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided though a competitive solicitation; or

☒ The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or

☒ The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

☒ The proposed Strategic Partnership is aligned with the adopted Strategic Plan.

The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership

- Experience working on cross-sector collaborative projects and collective impact efforts, work with health care providers across multiple programs, and commitment to improving the health and well-being of children 0-5 and their families.
- Experience in serving as the project administrator, manager, and coordinator for similar complex countywide system change projects serving young children and families of Los Angeles County.
- Expertise in providing programmatic, administrative and fiscal oversight for large-scale, multi-million dollar, and multi-year and multi-faceted projects.
- Alignment of early identification, prevention and intervention to current public health funded programs and services, including Child Health and Disability Prevention (CHDP), Health Care Program for Children in Foster Care (HCPCFC), California Children's Services (CCS), California Children's Services-High Risk Infant Follow Up Program (CCS-HRIF), Childhood Lead Poisoning Prevention Program (CLPPP), Nurse Family Partnership (NFP), and various Title V funded programs under the Division of Maternal, Child and Adolescent Health (MCAH) .
- Countywide reach and infrastructure: Network of maternal and child health and community-based providers throughout Los Angeles County through various federal, state and local funding.

The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

- Medi-Cal Administrative Activities (MAA) dollars: Upon First 5 LA Board Action, LACDPH will add HMG-LA as a claiming unit under the current Los Angeles County MAA claiming plan that will be submitted to the DHCS to identify the allowable costs and activities that are eligible for federal reimbursement. In addition, LACDPH will work with DHCS to identify a timeline for reimbursement of MAA activities.

The Strategic Partnership with LACDPH will build upon the investments and resources LACDPH has already dedicated to improving developmental screening rates among young children and promoting American Academy of Pediatrics developmental screening guidelines as part of the Local Health Jurisdiction 5-year Action Plan and FY 2017-2018 Maternal, Child and Adolescent Health (MCAH) Scope of Work submitted to the CDPH. As part of the approved FY 2017-2018 CDPH Scope of Work, MCAH has committed staff and resources towards the development and expansion of HMG-LA. Activities include the work necessary to plan and begin implementation of the four core components, including meetings to develop a HMG strategic plan; identification of key stakeholders; researching best practices in the implementation of the HMG model; and the identification of gaps and barriers for universal developmental screening. The activities in the CDPH Scope of Work demonstrates' the LACDPH's commitment to building and sustaining a robust HMG system in Los Angeles.

LACDPH will investigate leveraging of state and federal programs to support HMG-LA.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan.

- The Strategic Partnership with LACDPH is directly aligned with First 5 LA's Health Related Systems Outcome – Early Identification and Intervention to increase effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse service systems.
- The proposed Strategic Partnership is also aligned with several of First 5 LA's investment guidelines, which seek to focus on systems and policy change to engage partners at early stages in order to advance the HMG LA agenda.

Agenda Item: 2E
Date: May 10, 2018

FIRST 5 LA

SUBJECT:
Request to Establish a Strategic Partnership with Pacific Oaks Education Corporation through June 30, 2020 for an amount not to exceed $328,000, and Authorize First 5 LA Staff to Execute an Initial Contract for the Period June 1, 2018 - June 30, 2019 in the amount of $164,000 (Fund Balance Category: Committed for FY 17-18 and Assigned for FY 18-19).

RECOMMENDATION:
This memo was provided as information for the Board's consideration at the April 26, 2018 Special Meeting of the Board of Commissioners/Program & Planning Committee. At today's May 10, 2018 Commission meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with Pacific Oaks Education Corporation (Pacific Oaks College) through June 30, 2020 for an amount not to exceed $328,000, and authorize staff to execute an initial contract from June 1, 2018 to June 30, 2019 for $164,000. Funds for FY 2017-2018 are included within the current First 5 LA Programmatic Budget. Funds for FY 2018-2019 will be included in the FY 2018-2019 First 5 LA Programmatic Budget which will be brought to the Board of Commissioners for approval in June.

BACKGROUND:
First 5 LA is dedicated to serving children from prenatal to age 5 and their families, with the understanding that when we dedicate attention and resources to children at the earliest stages of their lives, we are laying the foundation for the social and economic future of the child, the family, and our community. Elevating the importance of early childhood development through credible, trusted news outlets enables First 5 LA and its partners to more effectively engage and urge leaders and lawmakers to prioritize young children in policy and budget decisions. As we have engage and learned from previous investments, news media outlets are frequently not well-equipped or well-practiced to report knowledgeably on early childhood development policy, programs, and practice.

As a continuation of the overarching communication investment strategy to engage decision makers on issues affecting young children, First 5 LA Commissioners have approved investments in several strategic partnerships. These investments to organizations and news outlets have served to build their capacity to cover early childhood development issues, helping First 5 LA elevate awareness and create urgency. By elevating these issues through thoughtful reporting, in outlets trusted and respected by decision makers, we can create opportunities for leaders and lawmakers to better understand and prioritize the needs of young children.

Previous Board-approved Strategic Partnership investments include:

- Southern California Public Radio, via the LA Partnership for Early Childhood Investment
- The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics
- The USC Annenberg Center for Health Journalism's Children's Health Matters Blog, and the National Health Journalism Fellowship

Continuing this work, First 5 LA will fund the creation of an Early Childhood Journalism Fellowship at Pacific Oaks College & Children's School. While the Children's School is the ECE Center of the college, this fellowship will have access to all relevant resources at Pacific Oaks, not just the Children's School. This includes access to its faculty experts, educational events, community presentations, and sister colleges in fields of study such as law, health, nursing, and psychology. The proposed partnership is also reflective of our new and emerging strategy around partnership work with higher education.

The Early Childhood Journalism Fellowship will offer professional journalists an opportunity to explore the latest public policy, science, clinical work, community approaches, family experiences, or other early childhood related issues. The Fellow will have a reporting focus on a wide range of issues and

implications for policy and practices related to children from prenatal to age 5, their families and communities, and will have access to Pacific Oaks' unique knowledge base through the Children's School, which prepares future early childhood educators within its developmental and culturally-based model of education. In addition, the Fellow will conduct outreach to media outlets to ensure placement of early care and education stories in relevant media markets, such as L.A. County, Sacramento, and the Bay Area, where key legislative leaders and elected officials can become better informed and activated on issues related to early care and education. Applicants for the Fellowship will have a strong background in journalism and knowledge of ECE/ECD issues, as well as established connections with local and statewide media outlets.

Pursuant to the Procurement Policy, Strategic Partners of $75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a strategic partnership for an amount not to exceed $328,000 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of $75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of June 1, 2018 to June 30, 2019 for $164,000.

GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):
This project will include efforts to seek opportunities to leverage both existing and new partnerships through targeted outreach, which may result in additional funding and support.

First 5 LA's investment will help increase the amount of high-quality news content focused on early childhood issues, allowing us to engage the public, decision makers, and stakeholders in multiple arenas, and supporting our systems change and policy work across our outcome areas.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

☐ The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or

☐ The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided though a competitive solicitation; or

☒ The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or

☐ The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

☒ The proposed Strategic Partnership is aligned with the adopted Strategic Plan.

The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership.
Pacific Oaks College & Children's School has pioneered achievements in the areas of anti-bias education, emergent curriculum, trauma, and STEAM learning in early childhood education since 1945. While the College prepares future early childhood educators within its developmental and culturally-based model of education, the Children's School provides the real world application of this pedagogy through its progressive early childhood education programs for children ages 6 months through 5 years. This setting where practice can inform academics at the college is unique in L.A. County. Pacific Oaks College has a long and respected reputation and expertise in the field and the college's approach is lifted up as a national and global model. In addition they have always factored in foundational aspects

that impact families--such as poverty, equity, race, trauma, and a social justice focus--that other schools have not historically paid attention to. This curriculum empowers children and promotes critical thinking about bias. Pacific Oaks' holistic approach to early childhood development, and their emphasis on connecting lived experience with theory and practice, is well aligned with First 5 LA's goal of increasing access to affordable, quality early care and education. Trauma in particular is a focus of the college, as it is a concentration track for both their Bachelor's and Master's early childhood education programs, and students across all programs are required to take at least one course focusing on trauma studies. Pacific Oaks College also offers an array of civic leadership degrees at both the B.A. and M.A. level in areas such as Advocacy and Social Justice that are integral to building leaders in the early childhood development field. Pacific Oaks College is one of the nation's leading providers of preschool education training, often to Head Start teachers eager to upgrade their education. It's the largest institution of its kind in the state, in 2007 granting 60 percent of all the early education master's degrees awarded in California. Pacific Oaks College is a Hispanic Serving Institution (HSI) with over 50% of its 1,100 students identifying as Latino/a.

Establishing this Strategic Partnership will enable the collaboration between the Fellows and Pacific Oaks College's parents, teachers, students, college professors, college administrators, board members, etc., thus infusing Pacific Oaks College's expertise into the work of the Fellows. As noted above, the Fellows will have access to Pacific Oaks' unique knowledge base.

The goals of First 5 LA include engaging decision makers, elevating awareness, and creating urgency to accomplish the 2015-2020 Strategic Plan outcome goals. This strategic partnership will allow us to engage the public, decision makers, and stakeholders in multiple arenas by elevating the quality and quantity of coverage on early child development issues. The Pacific Oaks College Early Childhood Journalism Fellowship offers First 5 LA a unique opportunity to promote public awareness and understanding of key policy issues affecting children during the critical zero to five years by supporting ambitious journalism on these topics written for a Los Angeles County audience, or bringing attention to issues in Los Angeles County for statewide audiences, such as Sacramento policymakers.

Given the direct relationship with the Pacific Oaks College President and board members, the Fellow will have access to the entire continuum of learning: children, parents, teachers, students, college professors, college administrators, board members, etc. The size of the college and staff also allows Pacific Oaks College to be more nimble in supporting the Fellow at all levels, a benefit we would not have at a larger institution. Pacific Oaks College also provides opportunities for potential future collaborations with First 5 LA related to home visitation, Help Me Grow, trauma, and Early Care and Education.

Pacific Oaks College will assume sole responsibility for programming for the Fellowship, and College faculty, staff, and students will interact with the Fellow to foster the exchange of ideas and learning in support of the Fellow's reporting. First 5 LA and Pacific Oaks College will share responsibility for reviewing applications and choosing the Fellow, and journalists with existing relationships to media outlets will be given priority in the review process to ensure distribution of media content to relevant outlets. Applicants must propose ambitious journalism projects that focus on young children's issues and/or their families. Relevant topics include, but are not limited to: early childhood development policy at the state and local level; home visitation and family supports; quality ratings and improvement systems; parenting practices and supports; research and model programs on school readiness; the safety, developmental appropriateness or cost of early care and education centers, preschools or other early learning initiatives; the impact of trauma and adverse childhood experiences and promising interventions; health disparities or health care disparities; the effectiveness of efforts to improve outcomes for infants and young children; barriers to health care; developmental screenings; and development of the workforce that serves children prenatal to 5 and their families. Should this project be funded, the intended initial Fellow will be Deepa Fernandes, who was chosen based on her prior experience and relationships. Deepa Fernandes is a knowledgeable journalist who most recently served as the Early Childhood Development Correspondent for KPCC (supported in part by First 5 LA). Prior to Southern California Public Radio, Fernandes was a national anchor for the Pacifica Radio network, she founded and ran a national non-profit that aimed to diversify the ranks of journalism by training new

reporters in communities of color, and she was a Knight Journalism Fellow at Stanford in 2012. Through previous positions, Fernandes has built a portfolio of significant reporting on ECE/ECD issues. She additionally has a broad set of relationships with other media outlets in Sacramento, Los Angeles, and the Bay Area that will ensure that ECD stories can be picked up in key geographies of political influence.

Eligible projects should be published in a media outlet that reaches a substantial Los Angeles County audience, or in an outlet that reaches a broader statewide audience, such as Sacramento, however all projects should maintain a relevance to L.A. County. As with all Pacific Oaks College programs, evaluation of the Fellowship's effectiveness and identification of potential improvements will be included as a component of Pacific Oaks' Annual Program Review process. This process includes the review of program progress against its outreach and impact goals as well as the necessary support structures. First 5 LA and other stakeholders will join in this process.

Similar to other grantees in this portfolio of investments, we measure progress and success by the amount of stories published and their engagement with the public via social media metrics (likes, shares and follows). Learning from the Walton Family Foundation, which has made similar investments, notes that it is important to focus on impact and quality as opposed to the word count of stories published. While it is not possible to accurately predict what may follow from a journalism-based project, there is frequently strong local feedback in the form of comments on a news media partner's site. On some occasions, local action results, such as a city council or county board of supervisors enacting a new policy in response to the project's findings.

On other occasions, there is even broader impact. More recently, enabled by First 5 LA's funding, the Center for Health Reporting had a story on developmental screening published in several newspapers, including the Sacramento Bee, the paper of record in the State Capitol. This was then used by First 5 LA, other First 5 Commissions, and other early childhood development advocates to urge lawmakers to move AB 11, a measure on developmental screenings for young children.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan.
This strategic partnership will advance 2015-2020 Strategic Plan Outcome area goals across every strategy, and also complements the advocacy efforts of the Public Policy & Government Affairs department. The Pacific Oaks Fellow will elevate awareness of early childhood issues through thoughtful reporting, creating urgency around the topics and building media outlets' capacity to cover these issues. By raising awareness and encouraging conversations, greater opportunities are created for policy and systems change work to address the early childhood issues invested in by First 5 LA. Additionally, this funding will increase the amount of high quality news content across digital and social media, from a trusted outlet, while linking L.A. County-specific news coverage to the broader early childhood development movement throughout California and the nation. In addition, conversations have been initiated with other philanthropic organizations that have expressed an interest in partnership and would have the opportunity to co-invest in this fellowship.

Agenda Item: 2F
Date: May 10, 2018

FIRST 5 LA

SUBJECT:
California Department of Education (CDE) California Quality Rating and Improvement System (CA-QRIS) Certification Grant

RECOMMENDATIONS:
The following recommendations were presented as written information for the Board's consideration at the April 26, 2018 Special Meeting of the Board of Commissioners and Program and Planning Committee. At today's Commission meeting, First 5 LA staff recommends that the Board approve the following action related to the CDE CA-QRIS Certification Grant:

1. Approve Board Resolution 2018-01 to accept receipt of funds in the amount of $331,889 from CDE CA-QRIS Certification Grant and authorize the Executive Director to complete execution of agreement with CDE upon approval from the Board for a period beginning retroactively July 1, 2017 and ending September 30, 2018.
2. Authorize Executive Director to accept additional funding from CDE if funding for the same purpose continues beyond 2018.

Overview of California Quality Rating and Improvement System (CA-QRIS) Certification Grant (CA-QRIS Certification Grant)

On March 9, 2017, the Board of Commissioners approved Resolution 2017-02 authorizing First 5 LA to receive funding from CDE CA-QRIS Certification Grant. On March 9, 2018, CDE announced the availability of funds for which the fiscal lead agencies of First 5 Improve and Maximize Programs so All Children Thrive (IMPACT) Coordination and Training and Technical Assistance (T&TA) Regional Hubs were eligible to apply.

First 5 LA is both the fiscal lead agency for IMPACT as well as the T&TA Regional Hub lead. Given that this is a non-competitive grant and the funds need to be expended between July 1, 2017 (retroactively) through September 30, 2018, staff is seeking board approval so that when notification of our award is received, First 5 LA can quickly disperse the funds to our partners.

The CA-QRIS Certification Grant funds are limited to the certification of QRIS trainers, observers, assessors, and coaches on a number of QRIS-related tools. These certifications include: Ages and Stages Questionnaire and Ages and Stages Questionnaire – Social Emotional (ASQ/ASQ-SE), California Preschool Instructional Network (CPIN), Classroom Assessment Scoring System® (CLASS®) Infant, Toddler, and Pre-K, Desired Results Developmental Profile© (DRDP©), Environment Rating Scales (ECERS-R, ITERS-R, and FCCERS-R), California Collaborative for Social Emotional Foundations in Early Learning (CA CSEFEL) Teaching Pyramid, Program Administration Scale/Business Administration Scale (PAS/BAS), Strengthening Families™ Five Protective Factors, Program for Infant Toddler Care (PITC), and Practice-based Coaching. In addition to the aforementioned activities, these funds may also be used to fund regional coordination, regional communities of practice, and regional training.

As the lead fiscal agency for the IMPACT T&TA Regional Hub for Los Angeles, First 5 LA is the only entity entitled to apply for these funds. In its capacity as Hub lead, First 5 LA will contract with the Child Care Alliance of Los Angeles (CCALA) to utilize the CA-Certification Grant to strengthen their QRIS staff's capacity to conduct assessments and train providers on the use of these tools that are already an integral part of their work. Additionally, First 5 LA will extend the current contract with VIVA to continue supporting our regional coordination. Both of these contracts will return to the board for approval at the May and June Commission meetings, respectively.

GOVERNANCE GUIDELINES: LEVERAGING AND SUSTAINABILITY

This project is a time-limited project to be utilized on a clearly defined range of certifications, with First 5 LA serving as the contracted agent. As such, it does not require sustainability or leveraging considerations. The project work is established within the Local Area Agreement considered final upon completion of those requirements.

RESOLUTION NO. 2018-01

A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST PROPOSITION 10 COMMISSION: APPROVAL OF RECEIPT OF CA-QRIS CERTIFICATION GRANT FUNDS

The Board of Commissioners of Los Angeles County Children and Families First Proposition 10 Commission ("the Commission") hereby finds and resolves as follows:

Whereas, pursuant to the Fund Balance Policy approved on October 13, 2016, the Commission is required to approve via Resolution the receipt of restricted funds, thus formally acknowledging and reflecting externally imposed constraints placed on the use of these resources; and

Whereas, the California Department of Education (CDE) awarded First 5 LA a grant to be used to build regional and local capacity to implement the CA-QRIS Rating Matrix and the Continuous Improvement Pathways.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Up-front funding received from CDE in the amount of $331,889 (90 percent of total grant) will be considered restricted for fund balance purposes; and
2. The Executive Director, on behalf of First 5 LA, is authorized to accept funding from CDE if funding for the same purpose continues beyond 2018; and
3. The executed copy of this Resolution shall be retained on file as evidence of the Commission's actions herein.

PASSED, APPROVED AND ADOPTED THIS 10TH DAY OF MAY 2018, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

_____
Sheila Kuehl
Chair, First 5 LA

_____
Kim Belshé
Executive Director

first 5 la
Giving kids the best start

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: May 10, 2018

Subject: **EXECUTIVE DIRECTOR'S REPORT**

EXECUTIVE DIRECTOR'S HIGHLIGHTS

Commissioners, the overarching theme of my report for this past month is gratitude. While the data points are many that provide the basis for this sentiment, there are three that I want to call to your attention.

First, I'm grateful that First 5 LA is a part of a larger network of leaders working collaboratively to advance an aligned policy and systems change agenda for children. The power and vibrancy of this network was on vivid display May 2 for First 5 Advocacy Day in Sacramento, where over 150 First 5 Commissioners and staff gathered to advocate on behalf of young children and their families. It was inspiring to see the cohesion across the roughly four dozen County Commissions represented at Advocacy Day and the strength of the First 5 voice and message around a prioritized set of "asks" of elected officials. These priorities related to: (1) support for a billion dollars for babies/quality early learning for infants and toddlers; (2) inclusion of state resources in home visiting for targeted CalWORKS families, consistent with Governor Brown's budget proposal; and (3) enactment of AB 11 (McCarty), which ensured children are screened for behavioral and developmental delays in a timely manner to promote early intervention services and supports.

This year's First 5 Advocacy Day coincides with the 20th anniversary of Proposition 10's enactment by California voters. As a result, our meetings with elected officials and staff reflected a "point with pride" relative to the successes of First 5s over the past 20 years in piloting new programs, building comprehensive systems of care for children ages prental-5 across the state, and connecting parent voices to policy-making. And, our meetings underscored the work that remains relative to the sobering data regarding the number of children experiencing housing instability, living in poverty, failing to read at third grade level, and experiencing child abuse and neglect.

I'm appreciative of the First 5 LA team that played an instrumental role in shaping and executing First 5 Advocacy Day, particularly our Policy and Communications teams, led by Policy & Strategy Division VP Kim Pattillo Brownson. With Advocacy Day coinciding with the 20th Anniversary of Proposition 10, the First 5 LA team worked closely with the Association, First 5 CA and California Strategies, our Sacramento-based advocate, to support a number of complementary materials and communications activities to elevate attention to First 5 issues in an unprecedented, high profile, and high impact way.

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We're excited to share with First 5 LA Commissioners, other First 5s and the public broadly some of the communications vehicles deployed to tell the First 5 story. Here's a link to the news package created for Advocacy Day: https://youtu.be/d0qwxPgq6SU. More to share at the May 10 Board meeting.

Take a look at the photo of the First 5 LA Advocacy Day tea (See Attachment A). Special thanks to Commissioners Pleitez-Howell, Martinez, Taylor and Zepeda for signing up for the travel team, for being such amazing First 5 LA Brand Ambassadors, and for sharing their wisdom and expertise in our meetings with elected officials, staff and fellow First 5'ers from around the state. It was a most impressive team and team effort, of which I'm grateful to have been a part.

Second, I'm grateful that First 5 LA has partners that take the time to reflect on their work, acknowledge important partnerships and celebrate successes on behalf of children, families and communities. In that regard, I was delighted to accept Eisner Health's "Community Health Champion" award at its recent Promise of Care luncheon (See Attachment B). Eisner has been a strong partner of First 5 LA's for many years. Most recently, First 5 LA and Eisner are working together to screen and identify children at risk of developmental delays and connect them to early intervention services through our First Connections project. With First 5 LA support, over 11,000 families have benefited from expanded early identification of developmental delays. Eisner represents the type of trusted, compassionate and culturally sensitive provider of services that families and communities rely on for care and support. I was honored to accept this recognition of First 5 LA's work to support child, family and community health and well-being and appreciate Commissioner Taylor and my colleagues for joining me at the lunch.

Third, I'm grateful that First 5 LA is part of a larger funder community that is working to leverage philanthropy's experience, smarts, relationships and resources to inform and drive systems change to improve social conditions. I'm also grateful to be a part of a learning organization that is eager to listen to, learn from, and lead with others advancing systems change work on behalf of disadvantaged populations and communities. At this month's Board meeting, Commissioners will have an opportunity to learn from and engage with a panel of funders for the session: *The Funders Perspective: What Does It Take to Do Systems Change?* At this session, we will hear from Peter Long, President & CEO of the Blue Shield of CA Foundation, Meera Mani, Director, Children, Families and Communities Program at The David and Lucile Packard Foundation, and Shane Goldsmith, President & CEO of the Liberty Hill Foundation.

The panel will provide important learning and insights for Board and staff alike on what it takes to advance, monitor and measure systems change work. Building upon the April Program and Planning Committee discussion regarding systems change evaluation, the May 10 panel will help First 5 LA understand critical characteristics of systems change work from a funder perspective, the types of systems changes funders are contributing to in their social change work, and the approaches funders are taking to monitor and measure their contribution to systems change and what "early changes" funders can expect to see and when. I'm grateful to Shane, Peter and Meera for taking the time to join the Commission's May 10 meeting and to our VP of Integration & Learning Daniela Pineda for facilitating this session. I'm confident we'll have a rich and engaging discussion informed by their experience and expertise.

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ORGANIZATION-WIDE ACTIVITY HIGHLIGHTS
I. FAMILY SUPPORTS

Citrus Valley Medical Center-Queen of the Valley and Miller Children's & Women's Hospital Long Beach receive Baby-Friendly Designation with support from First 5 LA

Baby-Friendly USA, Inc. has designated Citrus Valley Medical Center-Queen of the Valley and Miller Children's & Women's Hospital Long Beach a Baby-Friendly Hospital. Located in Los Angeles County, the hospitals reached designation with support of First 5 LA funds through the Baby-Friendly Hospital Project. In order to achieve "Baby-Friendly" designation, hospitals demonstrate their ability to offer mothers information, skills, and support needed to successfully initiate bonding and breastfeeding.

Baby-Friendly USA, Inc. is the US authority for the implementation of the Baby-Friendly Hospital Initiative ("BFHI"), a global program sponsored by the World Health Organization (WHO) and the United Nations Children's Fund (UNICEF). The initiative encourages and recognizes hospitals and birthing centers that offer an optimal level of care for breastfeeding mothers and their babies. Based on the Ten Steps to Successful Breastfeeding, this prestigious international award recognizes birth facilities that offer breastfeeding mothers the information, confidence, and skills to successfully initiate and continue breastfeeding their babies.

$10.5 million was approved by the Commissioners in March of 2009 to support the Baby-Friendly Hospital Project. In January 2013, Commissioners approved the revision of the hospital criteria for Baby-Friendly funds with the intent of aligning the Baby-Friendly with Welcome Baby to strengthen the outcomes for both projects. To date, 19 hospitals funded by First 5 LA have received Baby-Friendly designation. Currently, there is an estimated $610,476 remaining, which is available to support one remaining grantee through this investment.
First 5 LA funded Baby-Friendly Hospitals in Los Angeles County (in order of designation)

1. Pomona Valley Hospital Medical Center, Pomona (3/14)
2. Hollywood Presbyterian Medical Center, Los Angeles (4/14)
3. San Gabriel Valley Medical Center, San Gabriel (6/14)
4. St. Francis Medical Center, Lynwood (10/14)
5. East Los Angeles Doctors Hospital, Los Angeles (12/14)
6. Providence Little Company of Mary Medical Center, Torrance (2/15)
7. St. Mary Medical Center Long Beach, Long Beach (3/15)
8. Pacific Alliance Medical Center, Los Angeles (4/15)
9. White Memorial Medical Center, Los Angeles (4/15)
10. Providence St. Joseph Medical Center, Burbank (6/15)
11. Greater El Monte Community Hospital, South El Monte (11/15)
12. Valley Presbyterian Hospital, Van Nuys (11/15)
13. Good Samaritan Hospital, Los Angeles (6/16)
14. Beverly Hospital, Montebello (11/16)
15. Northridge Hospital Medical Center, Northridge (11/16)
16. Memorial of Gardena, Gardena (03/17)
17. Centinela Hospital Medical Center (05/17)
18. Citrus Valley Medical Center, Queen of the Valley, West Covina (10/17)

19. Miller Children's & Women's Hospital, Long Beach (4/18)

Staff Contact: Claudia Molina (CMolina@first5la.org)

II. COMMUNITIES

Best Start Regional Network Grantee Contracts Executed
On April 12, 2018, First 5 LA achieved a major milestone when the Board of Commissioners approved the five proposed Best Start Regional Network grantees and award amounts not to exceed a maximum amount per region for a total of $16,538,500 across all five regions over 14 months. The Board also authorized the Executive Director to complete negotiations and execute contracts.

Since Board approval, staff has completed negotiations and finalized contracts with an anticipated start date of May 7, 2018. The final total amount is $16,505,224 over 14 months, with the specific grant amount for each grantee as follows:

- Region 1: Para los Ninos – $4,521,400
- Region 2: Community Health Councils - $5,002,500
- Region 3: El Nido Family Centers - $2,411,227
- Region 4: Long Beach Nonprofit Partnership - $2,358,040
- Region 5: Children's Bureau of Southern California - $2,212,057

Although the grant agreement will be established with the Regional Network grantee, these grantees represent a network of partners that will work together to fulfill regional and local levels roles that support the operations and work of the community partnerships. Through this network approach, First 5 LA seeks to build upon existing community assets and deepen collaboration and network building at a regional and local level. Staff believes this approach will expand resources, relationships and momentum within and across communities around a common vision for kids.

As a next step, staff is developing an implementation approach to build First 5 LA's relationship with grantees grounded in the values, principles and parameters upon which the new structure was designed. Staff is also beginning work with the Center for Collective Wisdom to integrate the trauma and resiliency informed systems change framework into our approach to cultivating strong working relationships with the Regional Network grantees and the community partnerships.

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Best Start Wilmington Partnership Fostering a Safe Space for Learning and Action
On April 19, 2018, the Best Start Wilmington partnership focused their monthly meeting to learn more about SB54, the so called Sanctuary State Law, and updates around cannabis legalization. SB54 prohibits state and local law enforcement agencies, including school police and security departments, from using resources to investigate, interrogate, detain, detect or arrest people for immigration enforcement purposes. Attempts by cities to oppose SB54 have left Wilmington residents concerned about what will happen around immigration in their community. In coordination with Congresswomen Nanette Barragan and Assembly Member Mike Gibson, the Best Start Wilmington Partnership organized a partnership meeting specifically to share this information. The event was well attended by community members and other stakeholders, including First 5 LA's Senior Government Affairs Strategist Jaime Zamora.

As part of their results-focused planning, the partnership has identified the impact immigration has on children and families as a key topic to focus on as a Best Start Community. The partnership has elevated their desire to work on this issue with the regional and local networks that are coming on

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board in May. Earlier this year, the Best Start Wilmington partnership partnered with local organizations on a "Know Your Rights" presentation for community members to learn about their rights as immigrants when arrested, pulled over by police, or visited by Immigration officials. This work is being coordinated in conjunction with the funding First 5 LA has provided to the Liberty Hill Foundation to implement a "Know Your Rights" education campaign in the 14 Best Start Communities. Latinos represent 86.6% of the population in Wilmington and 44.5% of residents are foreign born.

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III. EARLY CARE AND EDUCATION SYSTEMS

Early Childhood Educator Competencies Professional Development Grants for Early Educators

On April 2, 2018 the Early Care and Education Department released a Request for Proposal (RFP) to select up to seven (7) qualified organizations to serve as the Early Childhood Educator Competencies (Competencies) Professional Development Grantees. The goal of the Competencies Professional Development Grant is to embed the Competencies into professional development training for early educators. The ECE Competencies are the skills, knowledge and dispositions that all early educators need in order to provide high quality care and early learning for children, www.cde.ca.gov/sp/cd/re/ececomps.asp. The project will support ECE professional development organizations (ECE leaders) to enhance and align training efforts provided outside of the higher education system. To support the grantees in enhancing their professional development programs, awarded agencies will participate in training, coaching and peer learning activities led by the Child Care Alliance of Los Angeles who is the Early Childhood Educator Competencies training and technical assistance provider. The purpose of the Competencies Initiative is to strengthen the early learning professional development system by integrating the Competencies into Los Angeles County training programs. The RFP closed on April 27, 2018. Awarded grantees are scheduled to start the Initiative on September 1, 2018.

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IV. HEALTH-RELATED SYSTEMS

9th Annual Help Me Grow (HMG) National Forum

First 5 LA staff attended the 9th Annual Help Me Grow (HMG) National Forum, April 4th-6th, in Seattle, WA. Each year the forum allows HMG affiliates from across the country to network and learn from each other's innovative approaches to strengthening early identification and intervention systems. This year, First 5 LA staff participated on the Forum planning committee contributing insight, ideas and recommendations to shape the Forum's structure, agenda and information covered in sessions. Also new this year, First 5 LA was joined by staff from the L.A. County Department of Public Health (LACDPH) Maternal, Child and Adolescent Health (MCAH) Division which will serve as the Organizing Entity for HMG-LA (see Attachment C for photo).

The 2018 forum keynote speaker was Dr. Nadine Burke Harris, known for her work on adverse childhood experiences (ACEs). Her remarks on the impact of early childhood trauma on child development were a pathway for conversations about the integration between a trauma-informed approach and early identification and intervention. In addition to Dr. Burke Harris, the HMG-LA team heard from HMG National executives, leadership from the Seattle-King County Department of Public Health and many other state affiliates in breakout sessions. Throughout the forum, First 5 LA and LACDPH staff reflected together on how to apply these ideas and learnings to the L.A. County context.

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Additionally, the HMG-LA team convened with all First 5 counties under the direction of Heather Little, Health Policy and Systems Manager, First 5 Association of California. Together the First 5 HMG affiliates discussed state-wide goals for HMG, ideas for policy and systems change, and support needed from HMG National as HMG expands in California.

Staff Contact: Alexandra Parma (aparma@first5la.org)

First 5 LA Invited to Robert Wood Johnson Foundation's National Convening to Address Trauma and Build Resilience Across Systems

First 5 LA was invited to participate in an invitation only convening, hosted by the Robert Wood Johnson Foundation (RWJF) on April 16th, 2018 in Princeton, NJ. The convening titled "Developing a National and Local Strategy for Addressing Trauma and Building Resilience Across Systems, " brought together 30 national experts on addressing trauma and building resilience across systems to think together about how to advance this work, both within the particular contexts and sectors where each representative is engaged, and across a broader cross-sector movement. Pegah Faed, Health Systems Senior Program Officer, represented First 5 LA at this convening. John Ott, Co-Founder of the Center for Collective Wisdom, was the facilitator for this day long convening, and was selected by RWJF for this role after learning about Los Angeles County's Trauma and Resiliency Informed Systems Change Report, the product of the First 5 LA funded countywide effort to advance trauma informed systems change in LA County.

The dialogue was rich in challenges and opportunities for advancing this work, both locally and nationally, and included discussions around language and messaging. Working to identify language that articulates the impact of trauma and the importance of resilience in a way that resonates with various audiences, including the general public, provider systems, and funders, including health plans, was identified as an immediate need on both the local and national scale. Coupled with the conversation of language, the discussion also focused on messaging and how this movement around trauma can be linked to other existing movements on the national stage, including The Me Too Movement, gun violence, and health equity. The meeting ended with a reflection on what it would take to get every attendee back together for a second convening. This was the first of many convenings that RWJF is interested in putting together to advance this movement around trauma informed systems. The Center for Collective Wisdom and RWJF staff will be working to synthesize the dialogue from this convening to determine concrete next steps for the next convening of this group.

Staff Contact: Pegah Faed (pfaed@first5la.org); Tina Chinakarn, (tchinakarn@first5la.org)

V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

Liberty Hill Upton Sinclair Awards Dinner

On Thursday, April 19th, staff from Strategic Partnerships, along with other First 5 LA departments, attended the Liberty Hill Foundation's annual Upton Sinclair Awards Dinner. Each year, this event brings together Liberty Hill's large network of social justice advocates and partners, donors, elected officials, organizers, and grassroots leaders. This year's honorees were Elizabeth Levitt Hirsch of the Levitt Foundation, and Congressman John Lewis of Georgia's 5th District, each of whom gave thoughtful and inspiring speeches about social change and the importance of activism. This year's Awards Dinner was significant because of First 5 LA's new partnership with the Liberty Hill Foundation, to support young immigrant children and their families in a time of critical need. For more information about First 5 LA's partnership with the Liberty Hill Foundation, contact Gabriel Dee from the Strategic Partnerships Department.

Staff Contact: Gabriel Dee (gdee@first5la.org)

Legislative Agenda
The Public Policy and Government Affairs Department continues to actively develop and advocate for First 5 LA's legislative agenda, aligned with the Policy Agenda approved by the Board in November. No new legislation has been added to the agenda since the April Board meeting. As Commissioners will recall, First 5 LA is already actively supporting the following legislation:

- AB 11 (McCarty), Early Childhood Interventions: Development Screenings (Health Systems) would require screening services under the Early and Periodic Screening, Diagnostic and Treatment (EPSDT) program to include development screening services for 0- to 3- year olds and be validated and standardized.
  Status: Senate Health Committee

- AB 605 (Mullin), Day Care Centers: Integrated Child Care License (ECE), which proposes to create a single license for center based care regardless of ages served.
  Status: Senate Rules Committee awaiting referral to policy committee

- AB 992 (Arambula), CalWORKS: Baby Wellness and Family Support Home Visiting Program (Families), which establishes funding for home visiting programs through CalWORKs.
  Status: Senate Human Services Committee

- AB 1754 (McCarty), Pre-K for All Act of 2018 (ECE), which proposes to guarantee that all children eligible for state preschool receive access to programs.
  Status: Assembly Education Committee

- AB 2001 (Reyes), Family child care home education networks (ECE), which amends existing law to provide consistency in administering family child care home education network (FCCHEN) programs, support career development for family child care home providers, increase reimbursement rates, and adopt the consistent use of tools to assess family child care providers.
  Status: In Assembly, read second time. Ordered to third reading

- AB 2292 (Aguiar-Curry), Child care: reimbursement rates: start-up costs: grants (ECE), which would increase the reimbursement rate factor for infants and toddlers, and provide funding for ECE program start-up costs, among other adjustments.
  Status: Assembly Education Committee

- AB 2626 (Mullin), Child Care and Development Services Act (ECE), which makes a number of adjustments to improve the quality and availability of ECE programs in California that are aligned with the State ECE Coalition's budget ask.
  Status: Assembly Education Committee.

For the complete list of First 5 LA's current state legislative agenda, including bills we are actively watching, please see Attachment D.

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Legislator Engagement
The Public Policy and Government Affairs Department continues to engage in a series of Capitol and district meetings. These meetings serve as an opportunity to highlight First 5 LA's policy agenda, and to influence the state legislative agenda. Department staff have met with the following members, and/or representatives from their office:

- Assemblymember Reggie Jones-Sawyer (D-Los Angeles)

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- Assemblymember Kevin McCarty (D-Sacramento)
- Assemblymember Blanca Rubio (D-West Covina)
- Assemblymember Brian Maienschein (R-San Diego)
- Assemblymember Jim Frazier (D-Fairfield)
- Assemblymember Mike Gipson (D-Compton)
- Assemblymember Miguel Santiago (D-Los Angeles)
- Senator Ricardo Lara (D-Long Beach)
- Senator Holly Mitchell (D-Los Angeles)
- Senator Scott Wiener (D-San Francisco)
- Congresswoman Nanette Barragan (D-San Pedro)

Highlights include Policy Director Peter Barth speaking at a meeting of the Los Angeles Area Chamber of Commerce Education and Workforce Council with Assemblymember Santiago; Senior Government Affairs Strategist Jamie Zamora conducting trainings for UCLA's Young Legislator Program with Senator Lara; and Senior Policy Strategists Becca Patton and Charna Martin meeting with various legislators in Sacramento to discuss First 5 LA's legislative agenda. In addition, First 5 LA's advocacy team at California Strategies has been representing First 5 LA's policy and legislative priorities at various legislative hearings and committees.

Staff Contact: Jamie Zamora (jzamora@first5la.org)

Los Angeles County Office of Immigrant Affairs
Since December of 2017, First 5 LA has had periodic discussions with the Los Angeles County Office of Immigrant Affairs (OIA) to better understand their work and how First 5 LA can assist young immigrant families. This month, First 5 LA staff and representatives from our philanthropic partners — Liberty Hill and Weingart Foundation — provided input to OIA's Executive Director for their countywide immigration strategy report. This report, which will be submitted to the Board of Supervisors in early Summer, gathers recommendations from over 70 stakeholders to assist the County in better serving immigrants and their families. Rampant fear among immigrant populations has led to fewer families accessing the county services they are entitled to. OIA is increasing their outreach to these impacted communities – some of which align with First 5 LA's Best Start Communities.

The philanthropic sector is also being called upon to assist in the County's 2020 Census effort. Children under five are the most likely group to be undercounted and some estimates show that nearly 1 million children in the US were not counted in 2010 Census. Combined with a possible citizenship question on the 2020 Census, LA County is particularly vulnerable to losing millions of dollars in Federal Funding from an undercount (about $1,934 in annual federal funding for every undercounted resident). First 5 LA is exploring joining a broad, collaborative effort of public and private stakeholders to ensure an accurate 2020 Census count.

Staff Contact: Reid Meadows (rmeadows@first5la.org); Alba Bautista, (abautista@first5la.org)

Policy Events
Director of Public Policy and Government Affairs Peter Barth presented First 5 LA's budget, legislative, and policy priorities at a number of conferences and events over the past month:

- On April 12, he joined Kris Perry, Executive Director of Save the Children Action Network, and other early childhood advocates at a policy briefing for Congressional staff in Washington DC.
- On April 13, he presented to the Los Angeles Area Chamber of Commerce Workforce and Education Council with Assemblymember Miguel Santiago (D-Los Angeles); Alex Johnson, Managing Director of Californians for Safety and Justice; and Jeff Dunn, Director of the Office of Government Relations at LAUSD.

- At the Southern California Grantmakers Policy Conference on April 23, he discussed the connection between early childhood priorities and immigration on a panel including the California Community Foundation, National Immigration Law Center, and Legal Defense Fund at the Southern California.
- At the National Head Start Association Annual Conference in Anaheim on April 25, he discussed the importance of early childhood advocacy with representatives from the League of Women Voters and the Neighborhood House Association.

Staff Contact: Peter Barth (pbarth@first5la.org)

First 5 Association Annual Advocacy Day and 20th Anniversary Event
On May 1 and 2, First 5 LA Commissioners and staff participated in the annual First 5 Association Advocacy Day in Sacramento. Participants included Commissioners Taylor, Zepeda, Martinez, and Pleitéz-Howell; Vice President of Policy and Strategy Kim Pattillo Brownson; Director of Public Policy and Government Affairs Peter Barth and his team; and Director of Communications Gabriel Sanchez and his team. The First 5 LA delegation completed 26 meetings with legislators and their staff including Senator Holly Mitchell, Assemblymember Sydney Kamlager, and Assemblymember Wendy Carrillo. In total, 150 representatives from 41 local First 5 Commissions across the state met with 94 legislators and their staff.

In addition to meetings, the network of First 5s hosted a 20th anniversary celebration on the Capitol Lawn with elected officials, legislative staff, advocacy partners, and children and families from the Sacramento area. I offered welcome remarks and introduced Assembly Speaker Anthony Rendon. Other LA County elected officials who participated included Senator Connie Leyva and Assemblymember Blanca Rubio. At the event, the First 5 Association honored Assemblymember Kevin McCarty, Assemblymember Joaquin Arambula, and Assemblymember Cecilia Aguiar-Curry as champions for children.

Staff Contact: Peter Barth (pbarth@first5la.org)

Champion Building
2018 SCG Public Policy Conference
Fifteen First 5 LA staff and leadership attended the SCG-California Budget & Policy Center 2018 Public Policy conference—an event with the goal of improving public policies affecting the economic and social well-being of low- and middle-income Californians. This year's conference had a special focus on the 2020 Census, supporting full federal and state funding for a fair and accurate count, as well as higher education policy changes. Dr. Timothy P. White, Chancellor of the California State University (CSU), and the Honorable Alex Padilla, California Secretary of State, provided keynote addresses.

Director of Public Policy and Government Affairs Peter Barth was a panelist at the 'Emerging Issues Affecting Immigrants and Refugees' session, and Vice President of Policy and Strategy Kim Pattillo Brownson participated in the 'Addressing Poverty through Public Policy Strategies' panel.

Panelists at the 'Addressing Poverty' session shared data that revealed that a fifth of Californians lack enough resources to meet basic needs. While philanthropy has made significant investments, the social safety net provided by the government remains central to preventing more Californians from falling into poverty. New anti-poverty interventions, specifically the expanded state Earned Income Tax Credit (EITC) and the Cal Savers program, provide opportunities for short-term and long-term anti-poverty strategies. All panelists were asked what the best investment for addressing poverty is. The President and CEO of United Ways of California, Peter Manzo said: invest in children.

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LA Partnership for Early Childhood Investment/SCG: Education Panel
On April 18, 2018, First 5 LA staff from the Programs and Policy and Strategy Divisions attended the panel presentation, "Transforming California's Early Childhood Workforce". Priska Neely moderated a discussion with Jackie Majors (Crystal Stairs), Beth Meloy (Learning Policy Institute), and David Rattray (Los Angeles Area Chamber of Commerce) about the collective efforts needed to make California a state that raises both the quality of care and the wages necessary to support early childhood development.

The early care and education workforce is diverse. The vast majority of caregivers are women of color (62%), family, friends, and neighbors (50%), and nearly half (47%) are on at least one form of public support. Child care provider salaries range from $24,150 as a child care worker to $63,940 as a Transitional Kindergarten teacher. Caregivers are being asked to understand early childhood brain development in order to provide developmentally appropriate support and education, as well as to seek out additional education and credentialing, all while making little more than minimum wage. Panelists discussed the complexity of addressing the skills, wage gap, proposed workforce development, and policy strategies that include:

- Increasing reimbursement rates
- Elevating workforce standards
- Increasing funding for existing and future workforce development
- Re-classifying child workers from domestic works to teachers

Champion Building
In service of First 5 LA's goal of increasing the size, strength and effectiveness of political coalitions supporting early childhood investments, First 5 LA staff seek to cultivate and activate champions from business, philanthropy, higher education and many other sectors. Vice President of Policy and Strategy Kim Pattillo Brownson presented the First 5 LA policy agenda and highlighted opportunities for engagement and support from our partners in the following events this past month:

- Southern California Grantmakers Policy Conference, presenting the 0-5 focus in an Anti-Poverty Agenda for Philanthropy
- Southern California Leadership Network's Leadership LA Master Class, presenting the case for LA's civic leaders from business, higher education and government to prioritize the needs of LA's young children
- Special Committee of the Whole, LAUSD School Board, presenting on early learning gaps and funding mechanisms for expansion and improvement

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Los Angeles Economic Development Corporation's (LAEDC)
First 5 LA was invited to participate in the LAEDC Antelope Valley Bus Tour on Thursday, April 12th. Propel LA, LAEDC's strategic initiative program, invited business leaders to explore the economic development opportunities in Lancaster and Palmdale. First 5 LA is a new LAEDC Lead Partner, and works with them to implement their goals and strategies, which are closely aligned with First 5 LA's Strategic Plan.

Executive Director Kim Belshé and Strategic Partnerships Director Jennifer Pippard welcomed the business leaders. They emphasized the importance of access to high quality early care and family-friendly workplace policies, as well as the direct impact of early childhood investments on community development and successful economic growth.

The Communities Department Program Officer Roxana Martinez joined the group for the tour, sharing our Antelope Valley Best Start Community transportation collaboration, and showcasing First 5 LA's

commitment to the Antelope Valley community, children, and families. We look forward to continuing to build our relationship with LAEDC to identify and implement partnership opportunities which elevate our policy agenda within the business community, and expand their prenatal to age five lens.

Staff Contact: Kim Hayden (khayden@first5la.org)

California Association for the Education of Young Children's (CAAEYC) Annual Conference
Community Relations staff provided remarks at the Annual California Association for the Education of Young Children's Conference and Expo, held at the Pasadena Convention Center on April 19-21. During the first networking lunch, Community Relations Manager Fabiola Montiel spoke to more than 500 early educators from across the state, highlighting First 5 LA's approach to integrating the science of resilience into evidence-based programs and services for young children and their families. On the morning of April 21, First 5 LA sponsored a viewing for 70 attendees to watch the documentary Resilience, and to engage in a group conversation on programs, services, and systems change efforts implemented with a Trauma and Resilience approach. This presentation was sponsored by First 5 LA. Staff co-facilitated with Gloria Davis, Executive Director at The Girls Club of Los Angeles.

Staff Contact: Fabiola Montiel (fmontiel@first5la.org); Pegah Faed, (pfaed@first5la.org)

Upswell Lab
Community Relations staff attended the second Upswell LA Lab, organized by Independent Sector, a national membership organization that brings together a diverse set of nonprofits, foundations, and corporations to advance the common good. Community Relations Manager Fabiola Montiel joined 70 attendees to collectively inform the creation of the Upswell LA main event, previously a conference, taking place in November.

Attendees participated in a brainstorming session, which resulted in themes reflecting local, current thinking on societal challenges like education, youth and child development, health, and homelessness. Attendees represented organizations working in ECE, K-12, Youth Development, and Career Ready. The Labs are a community-informed response to social challenges that have local importance and national relevance, and are part of a yearlong engagement process culminating in the main Upswell event taking place in Los Angeles on November 14-16, 2018.

Staff Contact: Fabiola Montiel (fmontiel@first5la.org)

Equity Summit 2018
On April 11th-13th, Community Relations staff travelled to Chicago to join over 4,000 leaders from across the country for PolicyLink's Equity Summit 2018 "Our Power. Our Future. Our Nation." Equity summits amplify the significant achievements and strategic breakthroughs of the equity movement, allowing participants to learn from each other, strengthen community and national movements, and accelerate progress. CEO of PolicyLink Angela Glover Blackwell set the tone for the summit, calling for leaders to bring forward their "radical imagination to fuel the change we want to see."

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Community Town Hall: "Preparing Our Babies for a Path to Success"
Community Relations staff participated in a community town hall on April 24th in Boyle Heights. Speakers spotlighted the critical need for investments in early education infrastructure and programs. Also highlighted was the importance of ensuring that early education investments are included at the county and city level when considering community investments. Over 100 parents and youths from Boyle Heights and East Los Angeles attended the event to be informed advocates for upcoming opportunities and policies that will direct millions of public dollars to communities across the state and county.

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Speakers included First 5 LA Commissioner Karla Pleitéz Howell, who spoke on the need and importance of early education; Elizabeth Quiroz, Best Start ELA leader, who spoke on parks and open spaces; and Rafael Gonzalez, First 5 LA Community Relations Director, who spoke on local revenue to support early childhood services and programs. Los Angeles City Councilmember Jose Huizar spoke also in support of early childhood and youth development. The town hall was sponsored by Inner City Struggle, Proyecto Pastoral, Promesa Boyle Heights and Best Start East Los Angeles (ELA).

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CADRE's Annual Spring Event
On the night of April 26, 2018, First 5 LA sponsored a table at CADRE's Annual spring celebration. CADRE Parent Leaders were honored alongside Areva Martin, Esq., President and Co-Founder of the Special Needs Network; and Trina Greene Brown, Founder of Parenting for Liberation. Founded in 2001, CADRE is a community-based membership and parent organization in South Los Angeles. CADRE is led by African-American and Latino parents and caregivers whose children attend local schools in the Los Angeles Unified School District (LAUSD). CADRE works toward systemic change by supporting South LA parents as grassroots leaders in stopping the pushout crisis in schools serving low-income neighborhoods of color. First 5 staff in attendance included Rafael González, Jennifer Pippard, Bill Gould, Joaquin Calderon, and Amelia Cobb.

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Revenue Generation and Local Jurisdictions
Meeting with City of Long Beach Mayor's Office
On April 19th, Vice President of Policy and Strategy Kim Pattillo Brownson and Community Relations Manager Leanne Drogin met with the City of Long Beach Mayor's Chief of Staff Mark Taylor, and Legislative Director Justin Ramirez, Esq., to discuss potential options for funding early childhood supports in Long Beach. The City of Long Beach has prioritized supporting children from cradle-to-career, and through the Mayor's Fund for Education, a city-wide early care and education strategic plan is being developed. Staff shared information about efforts at city and county levels to identify dedicated funding streams to support early childhood well-being. Staff is following up on the discussion by providing examples to the Mayor's office of policies in other jurisdictions that identify dedicated funding for early childhood well-being through proposed revenues, such as gross receipt taxes and cannabis taxes.

Meeting with City of Pasadena Council Members' Staff
The City of Pasadena has established the Office of the Young Child. This establishment will help lead the City's efforts to become a place that nurtures every child and creates an environment where young children are healthy, safe, and able to find early success in school and life. Community Relations Officer Bill Gould serves on the Office of the Young Child Advisory Council, providing support for this work. Following the City of Pasadena's approval to place cannabis regulations on the November 2018 ballot, Community Relations Department staff began meeting with Pasadena City Council staff to share information about how cannabis tax revenues can support early childhood well-being. On April 2nd, 2018, Community Relations Department staff met with Councilmember Tyron Hampton (District 1), and on April 26th, staff met with representatives from the offices of Councilmembers Tyron Hampton, Gene Masuda (District 4), Victor Gordo (District 5), and Steve Madison (District 6). Tara Henriquez, Interim Director of the Pasadena's Office of the Young Child, and Dr. Ying-Ying Goh, Health Officer from Pasadena's Public Health Department also joined the April 26th meeting. During these meetings, staff discussed the importance of supporting early childhood well-being, and provided examples of policies being considered in other jurisdictions that identify dedicated funding for early childhood.

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Op-ed: California's Next Governor Must Prioritize Young Kids
On April 18, Fox and Hounds Daily, an online news and opinion outlet, published an op-ed by First 5 LA Director of Communications Gabriel Sanchez explaining why California's next Governor must prioritize young kids. Titled "Our Next Governor Must Run – Not Crawl – to Prioritize Young Kids' Needs," Sanchez emphasized the economic case for helping children and families, using demographer Professor Dowell Myers' findings that today's young children will have doubled economic importance for our state due to shifts in population and birthrates.

The op-ed can be found at http://www.foxandhoundsdaily.com/2018/04/next-governor-must-run-not-crawl-prioritize-young-kids-needs/

Staff Contact: Gabriel Sanchez (gsanchez@first5la.org)

Communications Events

- April 11th – Magnolia Community Initiative
  Resource Fair for residents of Magnolia Community Initiative. We set up a resource table where we distributed Parenting Guides and Father Resource Guides, and gave away Shining Star reading books to children under five years old. Approximately 60 families benefitted from our resources. This is connected to our Family Strengthening outcome area.

- April 14th – Celebration of the Young Child, Long Beach, CA
  Celebration of the Young Child is an event sponsored by the Long Beach Department of Health and Human Services. Over 30 agencies participated, and the event provided children with interactive activities including arts and crafts, STEM, and safety, among others. First 5 LA was present to provide a booth with resources for families. We distributed Parenting Guides and Father Resource Guides, and we gave away balls, water bottles, and hand clappers to children under five. We also had an interactive wheel for children. The event was attended by about 600 people, and approximately 200 people visited the First 5 LA booth. This is connected to our Family Strengthening outcome area.

- April 14th – Second Annual Knowledge is Power Program (KIPP) Parent Summit Resource Fair
  First 5 LA was present at the Second Annual KIPP Parent Summit Resource Fair. We provided a booth with resources for families, including Parenting Guides and Father Resource Guides. Sesame Street children's books were distributed. The event was attended by approximately 200 participants. This is tied to our Family Strengthening outcome area.

- April 21st and 22nd – Festival of Books, USC
  The 2018 LA Times Festival of Books was held at USC. We sponsored three booths: a children's interactive area, and two breastfeeding and diaper changing stations. For the children's area, we contributed an interactive toss game for children to play, and distributed flash cards for younger children. Families received Parenting Guides, Father Resource Guides, and Potter the Otter reading books. We also had Parenting Guides and Father Resource Guides available for families at the breastfeeding and diaper changing stations. More than 150,000 people attended the event. We distributed materials to approximately 3000 people. This is connected to our ECE and Family Strengthening outcome areas.

- April 28th and 29th Annual American Academy of Pediatrics (AAP) California Chapter 2 (AAP-CA2)
  We had a booth where we distributed Parenting Guides, Father Resource Guides and Sesame Street books. This is tied to our Family Strengthening outcome area.

- May 5th – Power of God Church Health and Resource Fair, Reseda, CA

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First 5 LA provided Family Guides, Father Resource Guides and Potter the Otter reading books to children younger than five. Attendance was estimated at 1,000 people. This connects to our Family Strengthening outcome area. Families rely on religious institutions in time of need. First 5 LA supports health and resource fairs, but we do not endorse any specific religion or belief.

- May 6th – KXOS 93.9 2018 Cinco de Mayo Celebration
  First 5 LA staff distributed Parenting Guides and Father Resource Guides to families with children younger than five. We also had an interactive activity wheel for children, and distributed balls and hand clappers. Our participation in the event is connected to our Family Strengthening outcome area.

- May 6th – KCRW Goodfood Pie Eating Contest
  We hosted a booth set up with interactive games for children. We gave Parenting Guides and Father Resource guides to families, and water bottles and hand clappers to young children. This is part of our Family Strengthening outcome area.

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

VI. MEASUREMENT, LEARNING, & EVALUATION

First 5 LA Presents at Grantmakers for Effective Organizations' 2018 National Conference
Grantmakers for Effective Organizations' (GEO) 2018 National Conference in San Francisco brought together over 850 grantmakers from the United States and across the world to come together to deepen their collective abilities, share lessons and learn how to improve grantmaking practices in ways that positively impact nonprofits and their ability to achieve their missions. First 5 LA's interactive workshop at the conference, titled "Designing a Reflective Session to Make Learning Actionable," focused on the importance of reflecting individually and collectively on projects and processes to gain a shared understanding of what worked well, what didn't work well and the reasons why. The session identified how to use staff's collective wisdom to come up with solutions that will produce better outcomes in the future. Given conference attendees' overwhelming interest in the topic, the session was full to capacity, and participants were turned away. Attendees expressed appreciation for the tools and handouts provided to help them successfully design a reflective session. Additionally, GEO staff shared anecdotally the positive feedback they received from participants who were in the session.

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VII. LEGACY INVESTMENTS

Prenatal to Age 5 Workforce Development Project Convening
On March 19th, First 5 LA staff and leadership attended ZERO TO THREE's convening called Gaining New Ground: Moving Forward through Collaborative Connections. The event's purpose was to explore the findings of the Prenatal to Age 5 Workforce Development (P-5 WFD) Project and encourage further collaboration across sectors using the Prenatal to Age 5 (P-5) Cross-Sector Core Competencies as a common foundation. Mathew Melmed, Executive Director of ZERO TO THREE, and Kim Belshé opened the event by highlighting the importance of collaboration across systems in providing the best opportunities for children and families. Panelists representing the early care and education, physical health and mental health sectors discussed national and local efforts to work across silos in service of children and explained how a common set of competencies for all P-5 professionals can serve as a foundation for these and future efforts. Throughout the day, participants were challenged to network with professionals from different fields in order to foster the collaborative

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connections that drive effective multi-sector initiatives. The P-5 WFD Project is a First 5 LA Legacy Investment.

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VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

Nothing to highlight for this month.

IX. ORGANIZATION-WIDE AND CROSS CUTTING RECENT CONFERENCES AND EVENTS

Organization-Wide Sponsorships/Events
Since the last Executive Director's Report in April 2018, First 5 LA co-sponsored the "It Takes A Village" Community Awards hosted by Drew Child Development Corporation, and received the "Community Health Champion" award from Eisner Health.

April 28, 2018 — "It Takes A Village" Community Awards
Local early care education advocates and professionals came together on Saturday, April 28, 2018, for the 6th Annual "It Takes A Village" Community Awards hosted by Drew Child Development Corporation. The Community Awards recognizes leaders and organizations that are transforming the lives of children and making a difference in the child advocacy, education, and welfare communities through their philanthropic efforts and leadership. The event kicked-off with an armchair discussion between news anchor Elex Michaelson (Fox 11) and Senator Holly J. Mitchell, 30th District on the importance of early care and education for the children living in the communities of Watts-Willowbrook, Compton, and South Los Angeles. The 2018 "It Takes a Village" honorees included Steven Bradford, California Senator, 35th District (Community Visionary Leadership Award); Phillip Washington, CEO, Los Angeles Metropolitan Transportation Authority (Community Visionary Leadership Award); Bill Coggins, Retired Clinical Social Worker (Champion of Children Award); Dorian Traube, Ph.D, Associate Professor, USC Suzanne Dworak-Peck School of Social Work (Champion of Children Award); Jim Poulos, Owner, The Pann's Restaurant (Community Angel Award); and George Pennacchio, KABC Channel 7 Entertainment Reporter (Voice of the Children Award). First 5 LA served as a co-sponsor for the community event.

May 3, 2018 — "Promise of Care Luncheon"
On Thursday, May 3, 2018, First 5 LA was honored with the "Community Health Champion" award at the Eisner Health--Promise of Care Luncheon. The Promise of Care Luncheon, benefiting Eisner Health, is an awards lunch which honors individuals who have demonstrated their commitment to community health through their service and advocacy. First 5 LA received the honor for greatly impacting the healthcare landscape and well-being for the 0-5 population in Los Angeles County, and for strengthening early identification and intervention for children at-risk and with developmental and behavioral delays through the First Connections investment. Executive Director Kim Belshé received the award on behalf of First 5 LA and gave remarks on the importance of health in the early years. In addition to First 5 LA, Eisner Health also honored Fernando Vasquez (Councilmember, City of Downey) and John P. LeCrone (Vice Chair, Davis Wright Tremaine LLP). First 5 LA served as a co-sponsor for the inaugural event.

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XI. CONTRACTS EXECUTED BETWEEN $25K - $75K

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

The following contracts and amendment were executed between March 1, 2018 and April 18, 2018. Copies of the executed contracts can be found here: www.first5la.org/postfiles/files/May18EDContracts.pdf

#10006 UNIVERSAL PROTECTION SERVICE, LP DBA ALLIED UNIVERSAL SECURITY SERVICES – Contract Amount: $47,294
Contract Period: 9/18/2017 – 8/28/2018
The Vendor stations a security guard on-site at the First 5 LA offices. This was an amendment of $24,288 for a total contract amount of $47,294, executed on March 19, 2018.

#10047 SOUTHERN CALIFORNIA GRANTMAKERS – Contract Amount: $70,000
Contract Period: 4/4/2018 – 4/4/2019
The Contractor is the fiscal sponsor for the County of Los Angeles' Center for Strategic Public Private Partnerships (CSPPP). In close partnership with the County of Los Angeles Department of Children and Family Services, CSPPP will support the development of a technology application and data analyses to optimize parent-child visitation for families in the Los Angeles County foster care system.

#10048 MARRS SERVICES, INC. – Contract Amount: $60,494
Contract Period: 3/1/2018 – 6/30/2018
The Contractor will assist First 5 LA in developing a Capital Improvement Plan (CIP) to upgrade/renovate the First 5 LA office building. The plan will be based on an assessment of the existing conditions both interior and exterior and the technical assessments of work required for improvements inclusive of space planning, cost model and CIP implementation plans. This will include a preliminary construction staging and related costs for temporary relocations. Upon acceptance of the recommended improvements, the Contractor will prepare a CIP Plan, including the scope of work, schedule and budget. The Contractor will assist First 5 LA in presenting the CIP Plan to its Executive team and Board of Commissioners for their approval of the CIP Plan.

#10058 COMMUNITY PARTNERS – Contract Amount: $60,000
Contract Period: 4/9/2018 – 4/8/2019
The Contractor is the fiscal sponsor for Los Angeles Walks, a pedestrian and transportation advocacy organization. Los Angeles Walks will create a policy briefing, an advocacy plan, and a symposium that will outline the challenges, lessons learned and policy opportunities for parents and families to advocate for safer streets along the Vision Zero High-Injury Corridors. These corridors and intersections have the highest rates of severe injuries and deaths as a result of traffic collisions in Los Angeles. Many of these corridors are located with Best Start Communities, including Panorama City and Neighbors, Wilmington, East Los Angeles, Metro Los Angeles and Broadway-Manchester

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Attachment B

Attachment C

2018 First 5 LA Legislative Agenda
Updated: April 19, 2018

Families				
Bill Number	**Author**	**Description**	**Notes/Sponsor/Status**	**Position Taken**
AB 992	Arambula (D-Fresno)	CalWORKs: Baby Wellness and Family Support Home Visiting Program This bill would, as of January 1, 2018, establish the Baby Wellness and Family Support Home Visiting Program that would require the State Department of Social Services to award funds to counties for the purpose of implementing or contracting with specified early home visiting programs to provide voluntary maternal, infant, and early childhood home visiting programs approved by the department and would authorize the funds to be used to coordinate early home visiting services with, among others, diaper bank services.	Sponsored by Western Center, Children's Defense Fund California, Children Now, Black Women for Wellness Held in Senate Human Services Committee	Support 180
SB 982	Mitchell (D-Los Angeles)	CalWorks: This be would increase CalWORKS grant levels to ensure no grant falls below 50% of the federal poverty level.	Senate Human Services Committee	Watch
Communities				
Early Childhood Education				
AB 1754	McCarty (D-Sacramento) Friedman, E. Garcia, Bonta	Pre-K For All Act of 2018: This bill, the Pre-K for All Act of 2018, would require the state to provide all 4-year-old children who meet those eligibility requirements with access to early care and education programs.	Sponsored by Early Edge Assembly Education Committee	Support

AB 2001	Reyes (D-San Bernardino)	Family Child Care Home Education Networks (FCCHENs): Currently a FCCHEN program must include an assessment of each family child care home provider to ensure that services are of high quality and are educationally and developmentally appropriate. This bill would require that tools used to make these assessments be appropriate to family child care home settings, and would require a family child care home education network program to include the maintenance of a developmental portfolio for each child, as provided, and opportunities for parent involvement.	Sponsored by Child Care Resource Center (CCRC), and Child Care Development Administrators Associations (CCDAA) In Assembly, read second time. Ordered to third reading	Support
AB 2292	Aguiar-Curry (D-Winters)	Child Care: Reimbursement Rates; start-up cost; grants: This bill would increase access to infant-toddler care for 0-3 year-olds by increasing the adjustment factor for infants who are 0 to 18 months of age, and toddlers who are 18 to 36 months of age, and are served in a child day care center, and for infants and toddlers who are 0 to 36 months of age and are served in a family child care home. It would also create the Classroom Planning and Implementation Grant Program at CDE to support general child care and development centers or CSPP programs wanting to open new facilities or convert existing facilities to serve a different age group.	Sponsored by First 5 CA, Child Care Resource Center (CCRC), and Childcare Development Administrators Association (CCDAA) Assembly Education Committee	Support

AB 2626	Mullin (D-South San Francisco)	Child Care and Development Services Act: This bill would make a number of changes to family eligibility, contracting, and professional supports to help counties capture more funding allocated to child care each year.	Sponsored by State Superintendent of Public Instruction Tom Torlakson Assembly Education Committee	Support
AB 2698	Rubio (D-West Covina)	Education: Child Care: This bill emphasizes the importance of ensuring children are ready to transition into Kindergarten, and particularly connects to social-emotional and behavioral readiness. This bill would require the legislature to find and declare research that supports the connection between early identification of social-emotional concerns and linkage to mental health intervention and positive emotional outcomes, including reduction of pre-school expulsion.	Sponsored by Kidango Assembly Human Services Committee	Watch
AB 605	Mullin (D-South San Francisco)	Day Care Centers: Birth to first grade license option. Creates single license for center based care regardless of ages served.	Sponsored by Child Care Resource Center (CCRC) Senate Rules Committee	Support

AB 2168	Thurmond (D-Oakland)	Special Education Teacher Grants: This bill would appropriate $2,000,000 in carryover funding from the federal Individuals with Disabilities Education Act to the Superintendent of Public Instruction to make grants to local educational agencies or consortia of local educational agencies to assist those agencies to recruit and retain high-quality special education teachers. The bill would authorize a local educational agency or consortia of local educational agencies to apply for a grant to be used for a program aimed at solving the special education teacher shortage, with a specific aim at recruiting and retaining high-quality special education teachers.	Assembly Education Committee	Watch
AB 2960	Thurmond (D-Oakland)	Child Care Online Portal: This bill would require the Superintendent, on or before June 30, 2022, to develop and post on the department's website, for use by the general public, an online portal for the state's comprehensive child care and development services, as provided. The bill would require the online portal to accomplish certain things, including assisting families in gaining access to information about child care and development services, as provided. The bill would require, on or before January 1, 2020, the Superintendent to submit a report to appropriate committees of the Legislature detailing the current landscape of programs that provide child care and development services, among other things.	Assembly Human Services Committee	Watch

SB 837	Dodd (D-Napa)	Transitional Kindergarten: Enrollment for 4-year olds; This bill would require that by the 2022-23 school year that all 4-year-olds be admitted to a transitional kindergarten (TK) program. TK would be progressively phased in until full implementation is reached in 2022-23. While LEA would be required to offer TK to all 4-year-olds, the program would remain optional for families.	Senate Appropriations Committee	Watch
SCR 41	Pan (D-Sacramento)	Bill of Rights for the Children and Youth of California: This measure would state the Legislature's support for a Bill of Rights for the Children and Youth of California that resolves to ensure that all children and youth under 21 years of age, as applicable, residing in California, regardless of gender, class, race, ethnicity, national origin, culture, religion, immigration status, sexual orientation, or ability, have the inalienable right to live in a just, safe, and supportive society and are entitled to specified rights. The measure would state the Legislature's intent that this measure expand a previous resolution, Assembly Concurrent Resolution 80 of the 2009–10 Regular Session, in order to establish a comprehensive framework relating to the health, safety, well-being, early childhood and educational opportunities, and familial supports necessary for all children and youth to succeed.	Senate Rules Committee	Watch
Health				

AB 11	McCarty (D-Sacramento) Bonta, Carrillo, Nazarian	Developmental Screenings: Requires screening services under the EPSDT program to include development screening services for 0- to 3- year olds and be validated and standardized.	Sponsored by First 5 Association, Children Now Senate Health Committee	Support
AB 1893	Maienschein (R-San Diego) Acosta, Baker, Beall, Gallagher, Harper, Kiley, Rodriguez	State: Maternal Mental Health, Federal Funding: Requires the Department of Public Health to investigate and apply for federal funding opportunities around mental health, and to report to the Legislature on how it plans to use the funding it.	In the Assembly, read for second time. Ordered to third reading.	Watch
SB 1004	Weiner (D-San Francisco) and Moorlach (R-Orange County) Mullin, Arambula, Chiu, Eggman, Mayes, Portantino)	Mental Health Services Act: prevention and early diagnosis: This bill would require county MHSA funds to be spent on childhood trauma prevention and early intervention, in addition to several other mental health related circumstances.	Sponsored by Steinberg Institute Senate Appropriations Committee	Watch
AB 2122	Reyes (D-San Bernardino) Arambula, Leyva, C.Garcia, Hueso	Childhood lead poisoning prevention: Specifies that all Medi-Cal enrolled children shall receive periodic lead screenings, and requires both DHCS to report progress on their compliance status and to notify those responsible for a child's care of any missed screenings.	Assembly Health Committee	Watch

SB 1041	Leyva (D-San Bernardino) Arambula, C. Garcia, Hueso, Reyes	Childhood lead poisoning prevention: This bill requires lead blood screenings for any child at risk for lead exposure as well as setting periodic lead screening requirements for children enrolled in Medi-Cal. Like AB 2122, the bill would require compliance reporting measures, but extends the responsibility to both DHCS and local agencies. This bill would create a state-mandated local program to ensure all children that fall under these categories are screened.	Senate Appropriations Committee	Watch
AB 2976	Quirk (D-Hayward)	Childhood lead poisoning prevention: Requires the State Department of Health Care to ensure children enrolled in Medi-Cal receive blood lead screening tests at ages 1- and 2-, and also to ensure children ages 2- to 6- receive a lead screening test if there is no record of a previous one.	Assembly Health Committee	Watch
SB 1315	Nielsen (R-Roseville)	Cannibis labeling: Makes technical, non-substantive changes to provisions around restrictions on packaging and labeling of cannibas and cannibas products, including a prohibition on packaging and labeling that is attractive to children.	Senate Rules Committee	Watch

AB 1883	Weber (D-San Diego)	Child Care and Development Services, Military Families and Alternative Payment Programs: This bill would clarify that basic allowance for housing (BAH) should not be considered income in determining eligibility for subsidized child care services and CalFRESH. This eligibility determination follows criteria set by Head Start, WIC, the Earned Income Tax Credit, and the Child Tax Credit. The bill would also allow AP programs to have no less than 12 months to expend child care funding and allow AP providers to adjust their rates as they deem appropriate. Current law restricts subsidized child care providers to an adjustment of their rates only once per year.	Sponsored by the California Alternative Payment Program Association (CAPPA) Assembly Human Services Committee	Watch
AB 2587	Levine (D-San Rafael)	Family leave: This bill would eliminate provisions in the current law requiring an employee to take up to 2 weeks of earned but unused vacation before utilizing paid family leave.	Senate Rules Committee	Watch
AB 3032	Frazier (D-Sacramento)	Maternal Mental Health: The bill would require a general acute care hospital that has a prenatal unit to develop and implement, by January 1, 2020, a quality management program related to maternal mental health disorders including, but not limited to, postpartum depression.	Sponsored by 2020 Moms, Maternal Mental Health Now Assembly Health Committee	Watch
Sustainability				

AB 1744	McCarty (D-Sacramento)	After school programs: substance use prevention: funding: cannabis revenue. Allows the 21st Century Community Learning Centers program and the 21st Century High School After School Safety and Enrichment for Teens programs to be allowable funding recipients of Prop 64 revenues.	Assembly Committee on Education and Health	Watch

Agenda Item: 05
Date: May 10, 2018

FIRST 5 LA

SUBJECT:
Public Hearing: Annual Review to Receive and File First 5 California's Annual Report

BACKGROUND:
Proposition 10 was designed to support local decision making to ensure the investments generated by the revenue addressed the diverse and unique needs of each county in California. In order to ensure accountability across the state, Proposition 10 imposes certain annual procedural requirements on each county commission as a condition to the continuing receipt of Proposition 10 tobacco tax funds. Those procedural conditions include the requirement that the Board hold public hearings at least annually to review First 5 California's Annual Report, First 5 LA's Strategic Plan, and First 5 LA's annual audit. This public hearing is intended to comply with the first item of the annual requirements outlined in the Proposition 10 legislation. The Board's review of the annual audit will occur after the end of the fiscal year when the audit is complete.

DISCUSSION:
First 5 California's Annual Report

Pursuant to the requirements of Proposition 10, First 5 California has compiled its Annual Report for the 2016-17 year and distributed that report to county commissions for review in a public hearing. This report includes various First 5 LA program highlights presented to and approved by our Board of Commissioners last fall by First 5 LA staff. First 5 California's Annual Report is available on First 5 California's website and is included with board materials today. Staff recommends that the Board receive and file this report.

In light of declining tobacco tax revenues, County Commissions across the state continue to advance their work in building more comprehensive early childhood systems, building broad multi-sector and active partnerships, and pursuing deeper and more widespread impacts through policy and systems change. Although County Commissions are focused on local needs and opportunities, and First 5 California addressed issues at a statewide level, there was considerable progress made during 2016-17 to align policy priorities and share learning.

The First 5 California 2016-17 annual report describes statewide program activities and expenditures aggregated across 58 counties, and provides a high-level snapshot of our collective effort across California. These data will complement and provide context to the First 5 LA Impact Framework that is currently being developed to track progress toward our Commission's ultimate outcome.

RECOMMENDATION:
It is recommended that at its May Commission meeting, the Board receive and file the First 5 California 2016-17 Annual Report and provide the opportunity for public comment.

2016-17 | First 5 California Annual Report

Building a Quality Early Childhood System Together

FIRST 5 CALIFORNIA

Our Mission

Convene, partner in, support, and help lead the movement to create and implement a comprehensive, integrated, and coordinated system for California's children prenatal through 5 and their families. Promote, support, and optimize early childhood development.

Building a Quality Early Childhood System Together

2016–17 | First 5 California Annual Report

FIRST 5 CALIFORNIA COMMISSION MEMBERS

George Halvorson, Chair
Appointed by Governor

Joyce Iseri, Vice Chair
Appointed by Senate Rules Committee

Conway Collis
Appointed by Speaker of Assembly

Muntu Davis
Appointed by Governor

Erin K. Pak (Member until January 30, 2017)
Appointed by Senate Rules Committee

Alejandra Campoverdi
Appointed by Senate Rules Committee

Lupe Jaime
Appointed by Governor

Shana Hazan
Appointed by Speaker of Assembly

Ex-Officio Member:
Diana Dooley
Secretary of the California Health and Human Services Agency

Jim Suennen, Ex-Officio Designee

Building a Quality Early Childhood System Together

MESSAGE FROM THE EXECUTIVE DIRECTOR

As California continues to evolve a system of early learning and care, First 5 California is encouraged to see the continuous strides we've made to support children and families this past year. Our mission is to "convene, partner in, support, and help lead the movement to create and implement a comprehensive, integrated, and coordinated system for California's children prenatal through 5 and their families." This mission forms the foundation for everything we do.

As the theme of this year's Annual Report will suggest, the past year has been focused on our continued investments to: 1) inform and support families on the early brain science around the power of talking, reading, and singing to their children; 2) advocate at the local, state, and federal levels for policies and funding to support the states youngest families and their children; and 3) develop a system of quality early childhood education and care. Significant advancements in this ambitious effort could not have happened without our continued partnerships with local First 5 county commissions and the mutual goals and vision we share for a brighter future.

Highlighted throughout this report are the accomplishments and collaborative efforts at both the state and local levels. They include:

- The launch of the fourth year of the *Talk. Read. Sing.*® public education and outreach campaign to inform parents and the public about the importance of early brain development through positive verbal engagement with young children; it continues to reach millions of Californians through television and radio ads, social media, and the First 5 California Parent Website
- Two pieces of First 5 California-sponsored legislation signed into law to expand opportunities for parents and caregivers to talk, read, and sing to babies in nurturing environments: Senate Bill 63 by Senator Hannah Beth Jackson, will extend job protections to 2.6 million more Californians when they take family leave with their new baby, and Assembly Bill 60 by Assemblymember Miguel Santiago was adopted in the 2017-18 Budget Act to expand subsidized child care eligibility and allow children to remain in their early learning setting for a minimum of one year—regardless of parent income changes.
- A successful second year of First 5 IMPACT (Improve and Maximize Programs so All Children Thrive), which included strides in local implementation of a quality rating and improvement system (QRIS) throughout all 58 counties, as well as increased participation from various early learning sites (e.g., centers; family child care homes; family, friend, and neighbor care; family resource centers; libraries, etc.) partaking in quality improvement activities
- Continued collaboration with state and local partners to administer California's locally-implemented QRIS, which adopted a new name in 2017: *Quality Counts California—Raising the Quality of Early Learning and Care* (formerly California QRIS)
- Development of a Dual Language Learner pilot, which will examine culturally and linguistically responsive and effective teaching practices and strategies for the development of DLL children ages 0 to 5 in early learning settings

We look forward to our ongoing partnerships with the First 5 county commissions and other state and local stakeholder groups as we move ahead with renewed optimism and commitment to invest in quality programs, resources, and support in early learning and health for our youngest children and their families.

CAMILLE MABEN
EXECUTIVE DIRECTOR, FIRST 5 CALIFORNIA

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Ensuring California's Children Receive the Best Possible Start in Life and Thrive

PROPOSITION 10 AND THE LEGACY OF FIRST 5 CALIFORNIA

In 1998, California voters passed Proposition 10—the California Children and Families Act (the Act)—and declared the importance of investing in a better future for California's youngest children. For nearly two decades, the California Children and Families Commission (First 5 California) has established standards of quality child care and invested in the development of programs and services emphasizing improvement in early education, child care, child health and development, research, and community awareness.

STRATEGIC PLAN

First 5 California's Strategic Plan serves as an important compass for the Commission's deliberations on how best to plan future work, investments, and partnerships. The Strategic Plan establishes a vision, mission, and values for the agency, along with strategic priority areas and goals for how First 5 California will act as a leader in its field. The vision of First 5 California is for all of the state's children to receive the best possible start in life and thrive. The agency seeks to realize this vision by working on behalf of California's children prenatal through age 5 and their families to create a comprehensive, integrated, culturally competent, and coordinated system that optimizes early childhood development. First 5 California's mission is to serve as a convener and partner that both supports and leads the movement to create and implement this system.

The agency's work is driven by its values, including, but not limited to, its commitment to collaboration, civic engagement, accountability, and sustainability. The agency's efforts are focused within the Plan on four strategic priority areas: creating child- and family-centered systems; providing leadership across networks and from a systems-approach; developing organizational capacity through strong internal systems and team members; and engaging the general public, and state and federal government to build public will and investment around its vision and mission.

The current Strategic Plan was revised by the Commission in April 2017, and will guide and focus First 5 California's endeavors over five years from 2014 to 2019. For more information about the Strategic Plan, please go to **http://www.ccfc.ca.gov/about/pdf/commission/resources/F5CA_Strategic_Plan.pdf.**

BUILDING PUBLIC WILL AND INVESTMENT

First 5 California's Children's State Policy Agenda guides the agency's efforts to advocate before the state Legislature for a comprehensive, integrated, culturally competent, and coordinated system to support California's youngest children. The

Commission's 2017–18 Policy Agenda reflects First 5 California's commitment in its Strategic Plan to participate and lead in the area of civic engagement, and the recognition of the Commission's responsibility to the people of California to ensure the wise and effective use of public funds.

In its Strategic Plan, First 5 California commits to engage and lead in building public will and investment to support the optimal wellbeing and development of children prenatal through age 5, their families, and communities. The Strategic Plan also recognizes that in order to advocate and influence policy change, First 5 California must engage in partnerships with First 5 county commissions, stakeholders, and other allies from local to federal levels in order to be successful in institutionalizing efforts to advance child-centered policies and increase these crucial investments.

First 5 California seeks to serve as a convener and partner in state policy conversations, working with First 5 county commissions, state agencies, stakeholders, and other advocates to convene, align, collaborate on, support, and strengthen statewide advocacy efforts to realize shared goals. First 5 California continued to expand its policy and advocacy engagement in 2017, guided by its Policy Agenda which focused on the following four areas the Commission identified as its top state policy priorities, including targeted goals within each priority area to achieve a seamless statewide system of integrated and comprehensive programs for children and families:

Strong and Engaged Families and Communities

- Support evidence-based parent education and engagement, including parent engagement on child brain development and *Talk. Read. Sing.*®
- Support sustainability of family resource centers and other community hubs for integrated services for children and families
- Increase supports for breastfeeding, family leave, and baby-friendly policies in all settings
- Expand voluntary home visit programs

Child Health

- Protect children and families' access to health care, and support coordination across the health care system to ensure every pregnant mother and child age 0 to 5 has affordable and comprehensive health insurance coverage
- Support and promote universal developmental screenings, assessment, referral, and treatment

Early Learning

- Expand access to quality early care and education programs for children ages 0 to 3
- Support implementation of high-quality universal preschool access for all low-income four-year-old children, and high-quality transitional kindergarten and kindergarten statewide
- Support a high-quality early learning workforce through strengthened qualifications, compensation, stability, diversity, and robust professional development systems

- Promote statewide access to and participation in successful Quality Rating and Improvement Systems

First 5 Revenue

- Promote inclusion of funding for children ages 0 to 5 and their families in existing and new revenue policy discussions
- Promote regulation of tobacco-related products, including electronic cigarettes, and sustainability of licensing and enforcement programs

ACCOUNTABILITY: FUNDING AND AUDIT RESULTS

Under the Act, the State Board of Equalization collects an excise tax levied on all tobacco products and deposits the revenue into the California Children and Families Trust Fund, allocating 20 percent to First 5 California and 80 percent to county commissions. In FY 2016–17, First 5 California received $79.9 million and county commissions received $318.9 million.

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

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

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

- Fiscal management of the California Children and Families Trust Fund
- Tax revenue disbursements to county commissions

- Audits and annual fiscal reports
- Local agreement and program disbursement management
- Public education and outreach
- Evaluation of First 5 California programs
- Procurement and contract management
- Workforce recruitment and development
- Information technology
- Business services
- Legislative advocacy efforts

The administration of these and other programs is consistent with all applicable State and Federal laws, rules, and regulations. The State Controller's Office conducts an annual review of the 58 county commissions' independent audits. In October 2016, the Controller published its review of the counties' audits for FY 2014–15, summarizing several findings contained in the local audits, but did not deem any of them significant enough to withhold funding. The audit can be viewed on First 5 California's website at **http://www.ccfc.ca.gov/research/research_reporting_tools.html.**

First 5 Summit

As part of First 5 California's commitment to convene, align, collaborate, and support statewide efforts and initiatives to improve outcomes for children, First 5 California hosted the 2016 Child Health, Education, and Care Summit in November.

First 5 California partnered with departments in the Health and Human Services agency, as well as the California Department of Education and California Community Colleges, to hold the event. Approximately 700 early care and education professionals attended the 3-day Summit, which included breakout sessions, keynote addresses, and an evening reception featuring the documentary, *The Beginning of Life.*

The Summit highlighted a special strand focusing on California's Quality Rating and Improvement System implementation across all types of early childhood settings.

According to a Summit attendee, "This is becoming my favorite California conference to attend. This conference is top notch and I always come away with a wealth of "cutting edge" and relevant information to share with the early educators in my region."

New Legislation

First 5 California continued to garner awareness of the importance of First 5-funded programs and significant state-level support for its Children's Policy Agenda goals from policymakers, advocacy partners, and other stakeholders during the 2017–18 state legislative and budget session. By expanding the reach of First 5 California's policy education efforts, deepening its advocacy partnerships, and continuing its commitment to shared priorities with its partners and leaders in the Legislature, significant gains were made in each priority area.

2017 was an active year for policies impacting young children, and First 5 California sponsored legislation for the first time in over a decade. First 5 California co-sponsored AB 60 (Santiago and Gonzalez-Fletcher) with Parent Voices and the Child Care Law Center, which was implemented and fully funded through the 2017-18 Budget Act. The policy provisions of AB 60 adopted in the Budget Act modernize how working parents become eligible for child care subsidies by updating eligibility criteria to 70 percent of the current state median income (SMI) for all child care programs, taking into account the increasing state minimum wage and cost of living in California, and creating a graduated exit threshold of 85 percent of the modern SMI. Prior to this year's Budget Act, the State Budget had frozen the eligibility threshold for state subsidized child care at 70 percent of the 2005 SMI. In addition, the policy also ensures families receive a minimum of 12 months of continuous care, even if they experience minor pay changes, so they will not be forced to decline a raise in order to retain care for their children. These historic changes to family eligibility will help put more families within reach of California's limited state-subsidized child care programs.

First 5 California also co-sponsored the New Parent Leave Act—SB 63 (Jackson)—with the California Employment Lawyers Association and Legal Aid at Work, which was signed into law on October 12, 2017. SB 63 provides up to 12 weeks of job-protected maternity and paternity leave for more California employees. Prior to the passage of SB 63, only those who worked for an employer of 50 or more employees were eligible for job-protected parental leave to bond with a newborn or newly adopted child. SB 63 extends these protections to those who work for an employer with 20-49 employees. Consistent with First 5 California's *Talk. Read. Sing.*® campaign, SB 63 is based on the social equity imperative that *every* parent needs and deserves the facts about early brain science and must understand their crucial role in nurturing

their young children. Parents who talk, read, and sing to their children are developing their children's brain capacity and thus, their futures. SB 63 helps more parents take this pivotal action.

In addition to the historic legislative wins the early care and education (ECE) field experienced in 2017, the year also provided significant budget wins for the state's youngest children and their families, which were achieved through shared advocacy efforts between First 5 California and its early childhood education and care partners and leaders in the Legislature. First 5 California and the ECE Coalition were successful in advocating to restore the "paused" multi-year budget agreement to increase reimbursement rates and preschool slots, resulting in almost a quarter of a billion dollars in increased funds for per-child funding rates for all child care programs.

First 5 California is committed to building on its 2017 advocacy achievements by continuing to strengthen its partnerships with stakeholders and its efforts to build policymakers' knowledge base, will, and investment in shared priorities. Capitalizing on the momentum and commitment to early childhood education and care in the Legislature, First 5 California staff and partners pledge to work with the Legislative Women's Caucus and the Assembly Speaker's Blue Ribbon Commission on a road map for building a stronger, more comprehensive, high-quality early learning system for all California's children, and on how to best invest scarce resources in this crucial foundation for lifelong success. In doing so, the agency will continue to build on this year's successes and continue working toward the underlying Strategic Plan goal to ensure all children prenatal through age 5 have the resources, foundation, and systems of support they need to thrive.

PARTNERSHIPS AND COLLABORATIVE EFFORTS

California Essentials for Childhood Initiative

First 5 California participated with other state agencies in the California Essentials for Childhood Initiative. Under a competitive five-year grant from the Centers for Disease Control and Prevention (CDC), the California Department of Public Health (CDPH) co-leads the initiative with the California Department of Social Services, Office of Child Abuse Prevention. Using a collective impact model to address child maltreatment as a public health issue, the project focuses on: 1) raising awareness and commitment to promote safe, stable, nurturing relationships and environments; 2) creating the context for healthy children and families by changing social norms, programs, and policies; and 3) using data to inform actions. The Shared Data and Outcomes Workgroup identified three sources of data about adverse childhood experiences (ACEs) and resilience as well as key life course indicators for most California counties. The information is located on the Lucile Packard Foundation for Children's Health website (kidsdata.org).

Serving California's Young Children, Parents, and Teachers

FOUR KEY RESULT AREAS

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

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

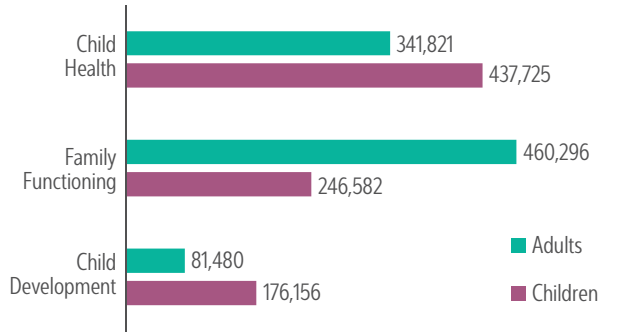
These result areas comprise a framework for reporting and assessing early childhood outcome data. Appendices A and B include descriptions of the result areas and services for First 5 California and 58 county commissions. This data reporting framework provides a statewide overview of the number, type,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

Stakeholders can use this information as one source to determine impact and resource allocation from First 5 statewide. Exhibit 1 contains the total numbers of services provided to children ages 0 to 5 and adults in FY 2016–17 for Improved Family Functioning, Improved Child Development, and Improved Child Health.

The distribution of total expenditures, $361,376,215 for children ages 0 to 5 and adults receiving services in 2016–17, is presented by result area in Exhibit 2.

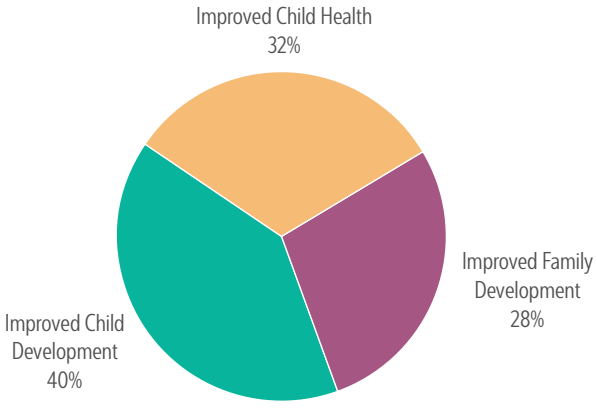
The result area, Improved Systems of Care ($54,461,119), differs from the others; it consists of programs and initiatives that support program providers in the other three result areas.

Exhibit 1: Total Number of Services Provided to Children Ages 0 to 5 and Adults in FY 2016–17 Across Result Areas



*Totals for Adults include both Adult and Provider counts

Exhibit 2: Total Expenditures for Children Ages 0 to 5 and Adults in FY 2016–17 by Result Area



Source: County Revenue and Expenditure Summary, November 2017

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First 5 County Commission Program Result Areas

First 5 county commissions are required to report to First 5 California their annual expenditure and service data on their programs. In collaboration with the First 5 Association, First 5 California developed and adopted guidelines to standardize data collection. Counties report program service data under the four result areas. These data have been aggregated to the State level. Data reported are from programs that are funded by both local and State First 5 funds (Appendix A).

IMPROVED FAMILY FUNCTIONING

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

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

In FY 2016–17, First 5 county commissions provided 246,582 services to improve family functioning for children ages 0 to 5, and 460,296 services to parents, guardians, primary caregivers, relatives, and providers. Exhibit 3 displays the numbers of services provided. For children served, 41 percent were under 3 years old.

While children and adults from all ethnic groups received services, for those reporting an ethnicity, Latinos were the largest recipient group (50 percent). For children reporting a primary language, services were provided to English speakers 62 percent of the time and to Spanish speakers 33 percent of the time.

In FY 2016–17, county commissions invested $146 million to improve Family Functioning. Exhibit 4 shows the distribution of expenditures by service category. First 5 California provided support to schools and educational institutions, nonprofit community-based agencies, government agencies, and private institutions. First 5 county commissions provided services to children and adults in order to improve Family Functioning.

IMPROVED CHILD DEVELOPMENT

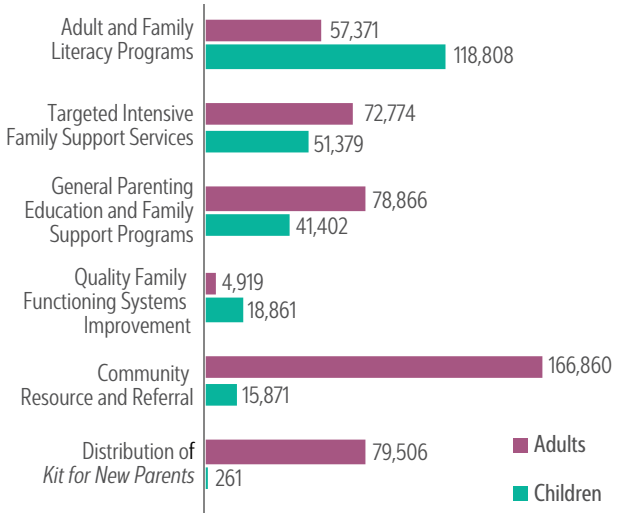
Child Development services are designed to increase access and quality of early education and learning. These services include free high-quality preschool, special needs assessment and intervention, and school readiness programs.

In FY 2016–17, First 5 county commissions delivered 176,156 child development services to children ages 0 to 5 and 81,480 services to parents, guardians, primary caregivers, relatives, and providers. Exhibit 5 displays the numbers of services provided. For children served, 35 percent were under 3 years old.

While children and adults from all ethnic groups received services, for those reporting an ethnicity, Latinos were the largest recipient group of services (70 percent). For children reporting a primary language, services were provided to English speakers 59 percent of the time and Spanish speakers 38 percent of the time.

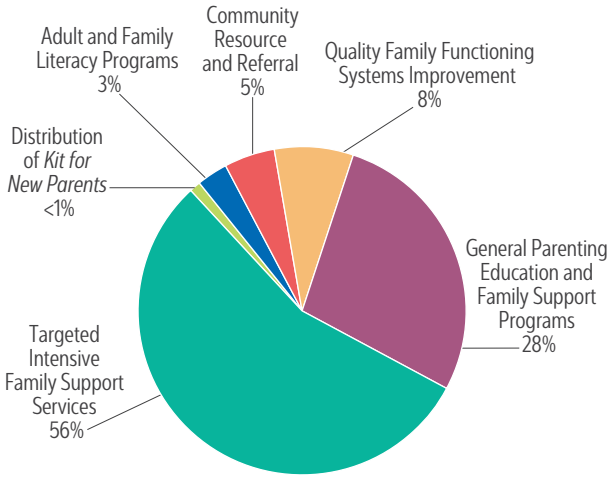
In FY 2016–17, county commissions expended $100 million to improve Child Development. Exhibit 6 shows the distribution of expenditures by service category.

Exhibit 3: Family Functioning—Total Number of Services Provided to Children Ages 0 to 5 and Adults in FY 2016–17 by Service



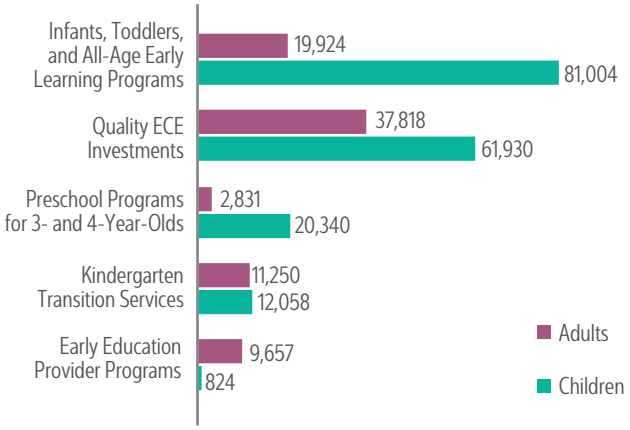
*Totals for Adults include both Adult and Provider counts

Exhibit 4: Family Functioning—Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2016–17 by Service



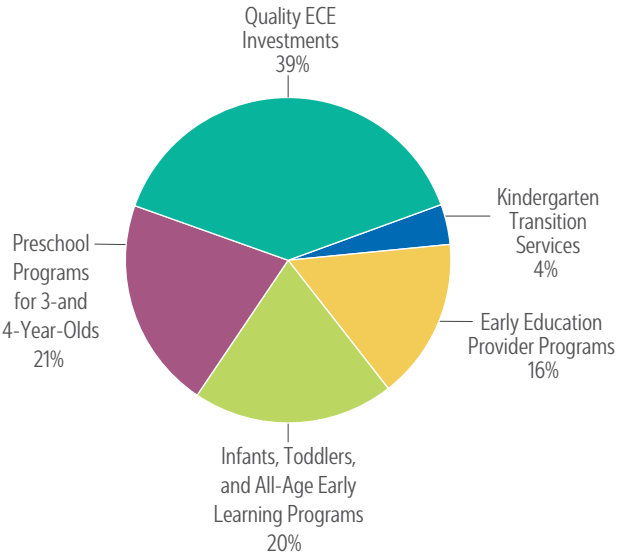
Note: Does not add up to 100% due to rounding
Source: County Revenue and Expenditure Summary, November 2017

Exhibit 5: Child Development—Total Number of Services Provided to Children Ages 0 to 5 and Adults in FY 2016–17 by Service



*Totals for Adults include both Adult and Provider counts

Exhibit 6: Child Development—Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2016–17 by Service



Source: County Revenue and Expenditure Summary, November 2017

IMPROVED CHILD HEALTH

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

In FY 2016–17, First 5 county commissions provided 437,725 services designed to improve Child Health to children ages 0 to 5, and 341,821 services to parents, guardians, primary caregivers, relatives, and providers. Exhibit 7 displays the numbers of services provided. For children served, 30 percent were under 3 years old.

While children and adults from all ethnic groups received services, for those reporting an ethnicity, Latinos were the largest recipient group of services (65 percent). For children reporting a primary language, services were provided to English speakers 54 percent of the time and Spanish speakers 41 percent of the time.

In FY 2016–17, county commissions expended $116 million to improve Child Health. Exhibit 8 shows the distribution of expenditures by service category.

IMPROVED SYSTEMS OF CARE

Systems of Care addresses system-wide structural supports as county commissions effectively work toward achievement in the result areas of Family Functioning, Child Health, and Child Development. For example, interagency collaboration allows coordinated wrap-around efforts from multiple organizations providing targeted services. Since this result area is

Exhibit 7: Child Health—Total Number of Services Provided to Children Ages 0 to 5 and Adults in FY 2016–17 by Service

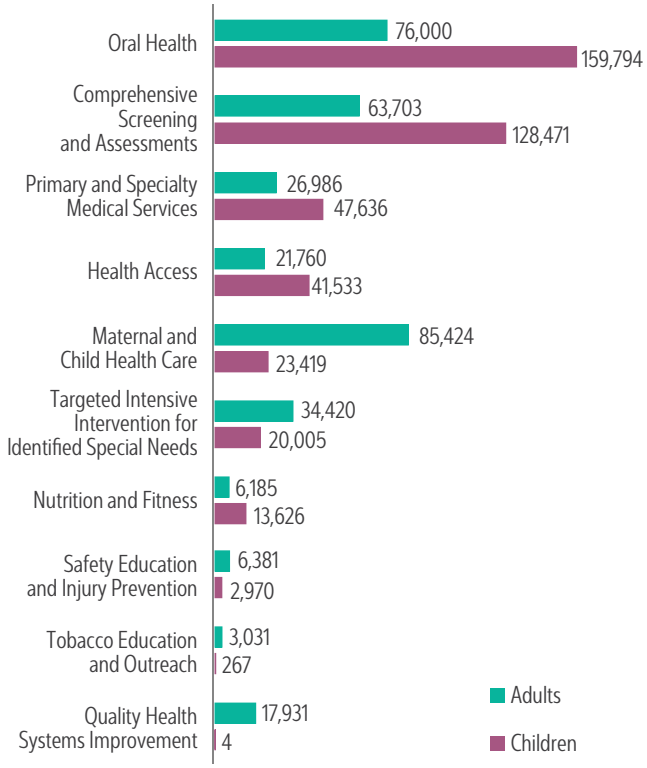
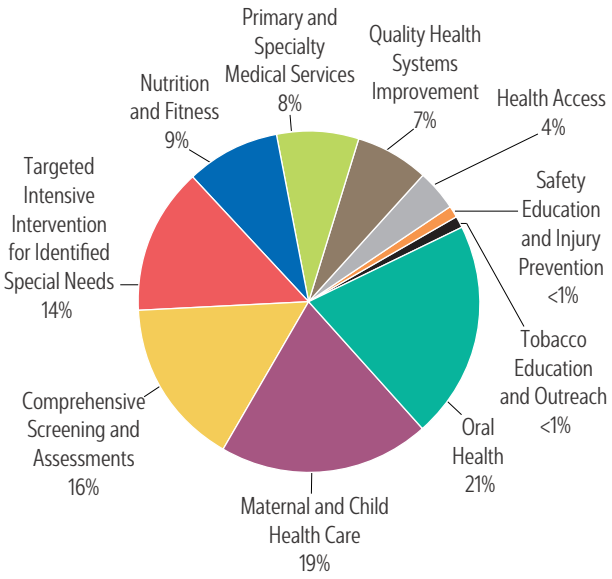


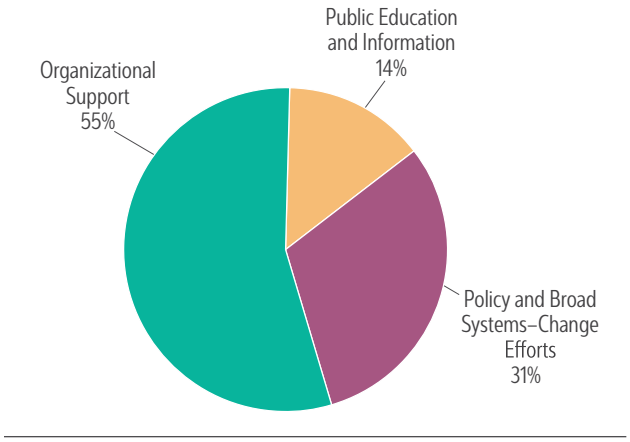
Exhibit 8: Child Health—Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2016–17 by Service



Note: May not add up to 100% due to rounding
Source: County Revenue and Expenditure Summary, November 2017

at a systems level, counties do not report numbers of children and adults served. Expenditure data indicate that for FY 2016–17, county commissions expended $54 million to improve Systems of Care (Exhibit 9). In FY 2016–17, 14 percent of expenditures went toward Public Education and Information, 31 percent toward Policy and Broad Systems-Change Efforts, and 55 percent toward organizational support.

Exhibit 9: Systems of Care—Distribution of Expenditures in FY 2016–17 by Service



Child Development Focus

FIRST 5 IMPACT

First 5 California (F5CA) completed the second year of a five-year, $190 million investment in First 5 IMPACT (Improve and Maximize Programs so All Children Thrive) supporting a statewide network of local quality rating and improvement systems (QRIS). QRIS is a research-based strategy to improve the quality of early learning settings across the entire continuum—from alternative settings and family, friend, and neighbor care, to family child care homes, centers, and preschools. First 5 IMPACT builds on a successful network of local quality improvement efforts, forges partnerships with all 58 counties, builds on past F5CA programs, and aligns with and leverages federal, state, and local investments.

Local county consortia participating in First 5 IMPACT reported many implementation accomplishments and lessons learned. During fiscal year 2016–17, nearly 6,000 sites participated in QRIS in California and of those, approximately 72 percent were supported in full or in part with First 5 IMPACT funding. The most frequently cited lesson learned is implementing QRIS takes time and commitment. Core to a successful QRIS is building partnerships across consortia with a common vision, goals, and plan to improve quality for all children in all settings. Many consortia also found particular success in building and maintaining partnerships with key agencies, creating outreach materials and messaging strategies to engage participants, and in establishing data systems.

A central source of support for consortia is a network of Regional Coordination and Training and Technical Assistance Hubs (Hubs). Funded through First 5 IMPACT, ten (10) regions covering the entire state support efficiencies in data collection and data systems, assessor management for rating and assessment tools, and provide training and technical assistance to maximize investments by focusing on the needs within a geographic region. Hubs meet regularly with consortia representatives in their region to address regional efficiencies, and with the State Support Team (cross-agency staff from F5CA and the California Department of Education) to discuss issues pertaining to Hub-related activities and gain support through technical assistance.

Support for the implementation of First 5 IMPACT is provided in large part through a contract with the WestEd Center for Child and Family Studies. The scope of this contract includes systems building and support for the work of the Hubs, the State Support Team, topical workgroups, as well as small counties and consortia newer to implementing QRIS. This contract provides training and technical assistance to counties based on local and regional needs and facilitates an annual peer networking forum focused on QRIS and systems building.

QUALITY COUNTS CALIFORNIA

First 5 IMPACT lead agencies fall under a wider umbrella of quality improvement efforts in California known as the Quality Counts California (formerly

CA–QRIS) Consortium. This is a decision-making and peer networking structure that collectively implements QRIS statewide. Its membership includes those lead agencies participating in First 5 IMPACT and CDE's California State Preschool Program (CSPP) and Infant/Toddler (I/T) QRIS Block Grants.

The Consortium has met biannually since its inception in early 2016, and one of the major tasks during the past fiscal year was the development of a communications brand in order to create messaging around QRIS efforts statewide. As a part of this movement, the Consortium has adopted a new name and tagline: Quality Counts California—Raising the Quality of Early Learning and Care. A logo is forthcoming that will complete the branding process. A state QRIS website will follow in 2018 to begin more formal messaging around the importance of quality early learning to audiences including parents, providers, and policy makers.

In FY 2016–17, F5CA and CDE agreed through a memorandum of understanding that all data derived from sites participating in First 5 IMPACT and/or the QRIS Block Grants will be reported using a statewide common data file. This major accomplishment allows local consortia to submit one data file inclusive of all of the state's QRIS funding streams, and provides F5CA and CDE an efficient and collaborative method for receiving data for each county participating in QRIS. As of June 30, 2017, there were a total of 5,926 participating QRIS sites across the state. Of the total, 3,527 were centers, 2,025 were family child care homes, and 374 were alternative sites such as libraries, home visiting programs, family resource centers, and family, friend, and neighbor providers.

In the upcoming fiscal year, the Consortium will be looking to increase their implementation capacity in order to include additional local providers into QRIS, increase efforts to message locally and statewide about the importance of high-quality programs, and refine other aspects of the system to maximize available funding and create efficiencies statewide.

RACE TO THE TOP–EARLY LEARNING CHALLENGE FINAL EVALUATION

In August 2016, the American Institutes for Research finalized an independent evaluation of the federally funded Race to the Top–Early Learning Challenge Quality Rating and Improvement System (QRIS) in California.[1] A cumulative technical report summarized how well the QRIS performed as a measure of quality, how the QRIS differentiated programs based on quality, the validity of rating elements, and how ratings could be refined in the future. Study highlights included: 1) Implementation of the QRIS was in an early stage at the time the study began, but significant progress was made over the course of the system's development during 2012 through 2015. By the end of the study term, there were 2,746 rated sites in 18 participating counties (2,022 centers and 724 family childcare homes). Each site was rated according to five tier levels, with Tier 5 indicating the highest quality. At the end of the study term, 4 percent of sites were Tier 1, 17 percent at Tier 2, 25 percent at Tier 3, 46 percent at Tier 4, and 8 percent at Tier 5. 2) The dissemination of QRIS ratings was limited, but analyses of the ratings as well as community input suggest that providing detailed quality element

scores may be beneficial for parents. 3) There is some evidence of the validity of California's QRIS ratings, though it was too early in the system's implementation to draw strong conclusions. 4) Analyses revealed high levels of participation in quality improvement activities by program staff and point to coaching as a promising approach. Separate from the study, the California Department of Education was pleased to find that counties participating in RTT–ELC exceeded planned targets by nearly 1,400 QRIS sites (or 57 percent) to reach 3,862 sites by the end of 2016.

CHILD SIGNATURE PROGRAM EVALUATION

In February 2017, First 5 California released the final evaluation report for the Child Signature Program, 2012 through 2015. The report documented program successes including serving more than 72,000 children, assessment of high quality in physical environments and teacher-child interactions, and child development gains for children served. Analyses showed program classrooms implemented high-quality practices and benefited at-risk children and families.[2]

FIRST 5 CALIFORNIA DUAL LANGUAGE LEARNER PILOT

First 5 California's investment in the Dual Language Learner (DLL) Pilot will examine culturally and linguistically responsive and effective teaching practices and strategies for the development of DLL children ages 0 to 5 in early learning settings. This effort is aimed to better support DLLs across California and to recommend scalable, implementable, and effective models and practices. First 5 California's DLL Pilot will increase early educators', families', and the general public's awareness about the benefits of bilingualism and home language through the participation Pilot sites, the *Talk. Read. Sing.*® campaign, and parent website. It also will share assessments of effective DLL practices and provide content for early childhood education preparation programs.

During the DLL Pilot development, First 5 California convened early childhood professionals and met with advocates, national experts, funders, and other stakeholders from the field for input on the pilot design. Based on survey data and feedback from the DLL Pilot Input Group and others, it was determined the primary goal of the pilot is to build the capacity of early educators, caregivers, and administrators to effectively serve DLL children through intentional and focused professional development. The DLL Pilot's priorities include professional development encompassing family engagement strategies, best practices and teaching strategies, assessment of effective DLL practices, and positive messaging about the benefits of bilingualism. The DLL Pilot will engage and work in partnership with the First 5 Association, county commissions, and other stakeholders to engage in a collective effort to support DLLs and early educators.

In September 2017, First 5 California executed a contract with American Institutes for Research to carry out the DLL Pilot. This is not a traditional pilot where an investment is made in new programs, which are then evaluated. This pilot is designed to study the feasibility and effectiveness of existing strategies implemented in early learning settings with young DLLs and their families, and the conditions under which they are effective. First 5 California will use findings to disseminate information about effective, scalable, and

implementable DLL strategies employed in diverse early learning settings across California.

First 5 California's investment in the DLL Pilot is approximately $20 million over five years (FY 2017-18 through 2020-21). The evaluation is funded at $7.5 million, and $12.5 million will be used to support the counties and regions that will be chosen to participate in the evaluation.

EDUCARE

The Educare Quality Early Learning Model provides the comprehensive early learning services beginning at birth that early brain science shows are necessary to narrow the achievement gap for at-risk children so they have the foundation they need to thrive in school and beyond. Research on early brain development demonstrates poverty and toxic stress can negatively impact a child's cognitive development and ability to learn.[3]

California children from low-income families typically enter kindergarten 12 to 14 months behind the national average in pre-reading and language skills.[4] A study conducted by the Frank Porter Graham Child Development Institute at the University of North Carolina at Chapel Hill indicates low-income children (including children who are dual language learners) who enroll in Educare as infants or toddlers enter kindergarten with the same skills as their middle-income peers.[5] The Educare model also focuses on intensive family engagement to foster strong parent-child relationships, family well-being, and ongoing learning and development for both parents and children.

In 2010, the First 5 California State Commission voted to become one of several public funders in bringing the public-private Educare Quality Early Learning Model to California. The Commission has now dedicated $6 million to support the launch, operation, and evaluation of the first California Educare centers in Santa Clara and Los Angeles counties. First 5 California's investment in California's two Educare sites specifically supports the costs of high-quality elements in the classroom in order to meet the Educare Core Features program requirements that have been proven to increase the quality of early learning programs through improved teacher-child interactions.

Through funding from First 5 California and other national, state, and local public and private partners, Educare California at Silicon Valley opened its doors and began serving Santa Clara County-area children and families in the 2015–16 school year. The center is co-located with Santee Elementary School, and operates in partnership with First 5 Santa Clara, the Santa Clara County Office of Education Early/Head Start and State Preschool programs, and the East Side Union High School Child Development Program.[6]

Educare of Los Angeles at Long Beach, a public-private partnership lead by Long Beach Unified School District and the Los Angeles Chamber of Commerce, is currently in the planning, fundraising, and construction phase of its stand-alone facility located on the Barton Elementary School campus in the Long Beach Unified School District. The Educare of Los Angeles at Long Beach site soft-launched the 2017–18 school year in its temporary facility for preschool students. A full site

launch at the new facility is anticipated for the 2018–19 school year.[7, 8]

FUNDED RESEARCH

Two research projects funded by First 5 California were completed during FY 2016–17 relating to child education and health.

The American Institutes for Research completed its study of Transitional Kindergarten (TK) supported by a co-funded partnership of the Heising-Simons Foundation, the David and Lucile Packard Foundation, and F5CA. The cost of the completed study, shared among funding partners, totaled approximately $7.4 million. The final report, released June 2017, assessed impact of TK on two cohorts: students in kindergarten during 2014–15 and students in kindergarten during 2015–16.[9] The final report analyzed data for more than 6,000 students in 20 California school districts. Key findings included:

- TK improves kindergarten readiness skills, including language, literacy, math, and student engagement for all students.
- TK improves kindergarten readiness skills, including English language proficiency for English learners from all language groups.
- TK students show continued growth in the kindergarten year, but there is less of an impact of the TK program on end-of-kindergarten outcomes.
- Most TK classrooms are stand-alone and full day, have CLASS scores typical of Pre-K and kindergarten settings, and spend more time on didactic instruction than scaffolding student learning.
- TK has an impact on student outcomes regardless of program structure and small variations in instructional approaches. The impact of TK may be due to having highly qualified teachers, a universal program, and alignment with kindergarten.
- Districts provide some wrap-around services to TK students and families and would like to provide more, if funds were available.

Multiple research briefs and reports for the TK study are available online at **http://tkstudy.airprojects.org.**

The UCLA Center for Health Policy Research released the report: *Families with Young Children in California: Findings from the California Health Interview Survey, 2011-2014, by Geography and Home Language.* The study describes families based on 6,600 survey responses by adults with young children (infants through 5 years of age). The report summarized socio-economic characteristics of these families within three frames of analysis: 1) a statewide overview; 2) regional differences by urban, suburban, and rural residence; and 3) families speaking a language other than English in the home (i.e., families with a dual language learner child). The report identified strengths and challenges of families with young children in California. Strengths include high levels of trust and compatibility with neighbors, and a new generation of young children who speak both English and another language. Challenges include improving these families' perceived neighborhood safety in California's cities, and enhancing school readiness for dual language learners so that benefits of being multilingual can be optimized. The report was one deliverable of a $1.7 million contract supporting the California Health Interview Survey during 2015–17.[10]

Parent Support Focus

PARENT WEBSITE

While first5california.com has historically served as the main portal for health, education, literacy, smoking cessation, it has expanded to include more information about early brain development, including activities, downloadable resources, and links to organizations that support families. In early 2017, new content was integrated into the site to support the launch of the "Smarter Birds" campaign, including tips and information about *Talk. Read. Sing.*® and an array of new activities for babies, toddlers, and preschoolers. During FY 2016–17, first5california.com received more than 552,111 visits and nearly 1.1 million page views.

SOCIAL MEDIA

The parent website also links to multiple social media channels, including Facebook, Instagram, Pinterest, and YouTube. Across most platforms, followers receive regular posts that highlight simple, actionable tips and ideas surrounding early brain development and beyond—everything from reading tips to words of encouragement. As of June 30, 2017, First 5 California's Facebook page has over 213,000 page likes and Instagram has more than 4,200 followers. In Spring of 2017, First 5 California underwent a collaboration involving Univision personality Argelia Atilano taking over First 5 California's Instagram Stories for a day. Argelia drove her followers to First 5 California's channel to learn how she integrates dual-language learning into her everyday life with her children, resulting in hundreds of new followers for First 5 California.

KIT FOR NEW PARENTS

The award-winning *Kit for New Parents* targets hard-to-reach and low-income populations, providing information and tips for first-time parents, grandparents, and caregivers.

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

To date, over 5 million *Kits* have been distributed throughout California since 2001, with 175,000 distributed this fiscal year alone.

FIRST 5 EXPRESS

Since 2006, First 5 California's mobile outreach tour has traveled to every corner of the state, reaching out to families and caregivers of children ages 0 to 5 in all 58 counties. This interactive exhibit called the First 5 Express features "Edutainers" who educate

parents and caregivers and entertain children. The Express teaches families about a wide variety of topics, including nutrition, physical activity, oral health, literacy, and most recently, early brain development. In FY 2016–17, the exhibit traveled to 134 schools, libraries, resource centers, community festivals, county fairs, and other family oriented events. The Edutainers directly engaged with more than 43,791 people who walked away with helpful First 5 resources. Over 142,293 newly designed resources were distributed, including a branded hand puppet to give parents and caregivers a tool to spark conversation with their young children, bilingual storybooks to help make reading a regular routine, a healthy portions plate to encourage a balanced diet, and age-appropriate musical instruments to bring out the joy of song. Together with the already established *Kit for New Parents*, "Fast, Fresh, and Fun Food from First 5" cookbooks, and brain development information, families were provided resources to reinforce the healthy behaviors they experienced.

TOBACCO CESSATION

Through First 5 California's investment in the California Smokers' Helpline, parents and caregivers receive information and tools to help them quit smoking and using other tobacco products—especially around children or while pregnant. Parental smoking and secondhand smoke exposure has been linked to a range of ailments in babies and young children, including asthma, ear infections, pneumonia, bronchitis, and Sudden Infant Death Syndrome (SIDS). Smoking during pregnancy carries even greater risks. To reduce the incidence of these health problems and to help smokers quit, in FY 2016–17 First 5 California supported the California Smokers' Helpline with $1.4 million for tobacco cessation services for parents and caregivers of young children, as well as for training of pediatric care providers to screen for secondhand smoke exposure. First 5 California participants are provided with telephone counseling and also receive free nicotine patches sent directly to their homes.

The toll-free Helpline (1-800-NO-BUTTS) provides one-on-one telephone counseling, self-help materials, and referrals to local resources. Helpline counselors follow protocols that are scientifically proven to double the rate of successful long-term smoking cessation. Counselors and callers work together to develop a plan to quit, and continue interaction during the quitting process to increase the likelihood of long-term success. These services are provided in English, Spanish, Chinese (Mandarin and Cantonese), Korean, and Vietnamese. This year saw the publication of results from a large, randomized trial that proved the efficacy of a specialized Helpline counseling protocol for pregnant women that was supported in part by funds received from First 5 California.[11]

In FY 2016–17, First 5 California's investment provided Helpline services for 4,578 participants, including 226 pregnant smokers and 4,352 tobacco-using parents or caregivers of children ages 0 to 5 (note: 90 were both pregnant and had a child age 0 to 5). Tobacco users with less education or of ethnic minority background were well represented among Helpline callers. (See Exhibits 10 and 11 for breakdowns by racial/ethnic background and education, respectively.)

First 5 California's recognition of the important role that grandparents and other adults in the home play in protecting young children from secondhand smoke

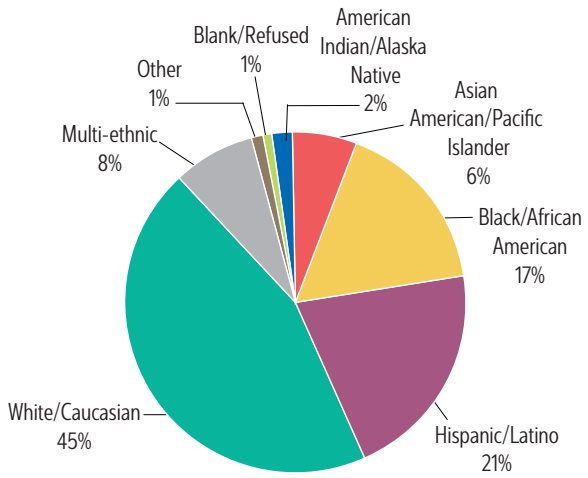
has been important to extending needed services to this population. Consider the case of a grandmother from Riverside who called the Helpline because she wanted to quit smoking. She lived with her very young grandchildren and was able to quit smoking using nicotine patches and counseling she received from the Helpline. She expressed gratitude for the help. She states that, despite having other smokers in the home, she is determined to not smoke and to prevent anyone from smoking inside the home in order to protect her grandchildren.

In addition to supporting direct services to tobacco users, First 5 California also supports the training of child care providers, preschool teachers, pediatric healthcare providers, and parents in the importance of quitting smoking and protecting children from exposure to secondhand smoke. Although no longer a requirement of First 5 California funded programs, the online tobacco training modules, "Kids and Smoke Don't Mix" and "Los Niños y el Humo no se Mezclan," available on the California Smokers' Helpline website, continue to be used. The modules give child care providers, preschool teachers, and other classroom staff the knowledge and skills they need to encourage parents and caregivers who smoke to quit. In FY 2016–17, a total of 454 individuals completed the online training.

Again this year, First 5 California supported the ongoing Clinical Effort Against Secondhand Smoke Exposure (CEASE) California project. Through CEASE, pediatric care providers are trained to screen patients for secondhand smoke exposure and help parents who smoke to quit. CEASE now has champions at each of five University of California Medical centers (UC San Diego, UC Davis, UC Los Angeles, UC San Francisco, and UCSF's Benioff Childrens' Hospital in Oakland). These champions are overseeing the CEASE training for pediatric residents and working to integrate it into the electronic health record system to standardize delivery. The training emphasizes motivational interviewing techniques to counsel people about smoking cessation, and covers how to refer smokers to the Helpline, as well as the importance of prescribing nicotine replacement. The CEASE online training module was updated to include the latest recommendation from the American Academy of Pediatrics on e-cigarette usage; 35 providers have completed the online module thus far, with 21 more in progress. These efforts at the UC Medical Centers have generated over 300 referrals to the Helpline in FY 2016–17.

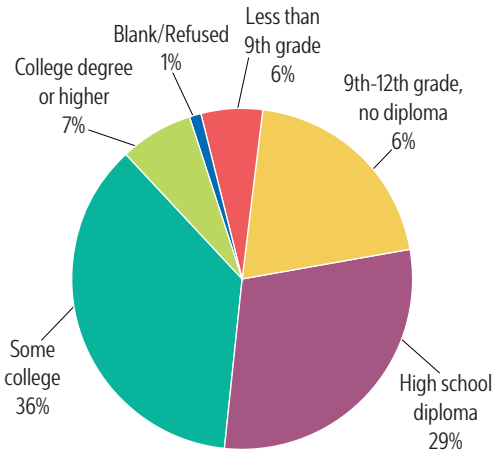
The Helpline is a collaborative effort with the California Department of Public Health and is operated by the University of California, San Diego.

Exhibit 10: California Smokers' Helpline—Race/Ethnicity of Callers in FY 2016-17



*The percentages in this chart do not add to 100 due to rounding

Exhibit 11: California Smokers' Helpline—Education Level of Callers in FY 2016-17



*The percentages in this chart do not add to 100 due to rounding

Teacher Effectiveness Focus

The foundations for health and learning are built in the first years of a child's life. In addition to parents and families, teachers and early childhood caregivers are foundational to the health and education of young children. One of First 5 California's (F5CA) goals is to ensure all young children in all types of settings are cared for by a highly qualified, well-trained teacher/caregiver. To best support children's growth, we need to make sure the early childhood workforce is well trained and supported in their work.

TRANSFORMING THE WORKFORCE FOR CHILDREN BIRTH THROUGH AGE 8

In 2015, the Institute of Medicine (IOM) and the National Research Council (NRC) released a seminal report, *Transforming the Workforce for Children Birth Through Age 8: A Unifying Foundation.* The report offers extensive research about early childhood development, and the competencies and supports professionals working with young children need. Drawing on this and other national and California-specific reports, F5CA and the California Department of Education Early Education Support Division (CDE-EESD) set out to craft recommendations and specific objectives to address the key issues facing California's early childhood workforce.

In 2016, F5CA and CDE-EESD brought together a team of experts and leaders from across California to create an implementation plan (IP) to prepare and support our early childhood workforce throughout their careers. This IP pertains to providers who teach in early learning classrooms to those who provide children with health, welfare, and social services. California's IP draws on extensive research and is rooted in the recommendations from the IOM's Transforming the Workforce report.

The IP calls for a system where professionals working with young children have the knowledge, skills, and abilities needed to support each child's learning and development. The system supports professionals to access and complete training, higher education programs, and ongoing professional development opportunities that enable them to progress along career pathways such as education, childcare, and health. The IP outlines priorities for improving California's early childhood workforce, and details specific next steps in three Priority Areas:

- Permitting and Credentialing—Current California requirements for early childhood professionals vary depending on funding, program type and age. The IP offers recommendations for developing appropriate certification standards, establishing a statewide professional development system, and strengthening preparation programs to help candidates meet certification standards.
- Professional Pathways—A challenge for California is to identify the early childhood career pathways that outline how to obtain the skills, knowledge, degrees, and experiences needed for different careers in the early childhood field. The IP offers recommendations for developing a career lattice

for the early childhood workforce, building on previous efforts; identifying challenges and solutions to career advancement; and increasing use of the California ECE Workforce Registry to more effectively track progress and answer key questions about the workforce.

- Higher Education and Ongoing Professional Learning—California's higher education system must ensure future early childhood professionals have the skills and knowledge they need to help children thrive. The system also needs to build mentoring, coaching, and other programs to support lifelong learning at all levels of the early childhood workforce. The IP offers recommendations for:
  - Identifying needs and ways to support degree-granting institutions
  - Aligning training programs with new certification standards
  - Promoting faculty and administrators to develop and revise programs
  - Supporting institutional infrastructure.

TRAINING AND TECHNICAL ASSISTANCE INFRASTRUCTURE DEVELOPMENT

Building a high-quality, effective early childhood workforce relies upon clear standards and a statewide delivery system that ensures all training and coaching meets those standards. In March 2017, First 5 California awarded a $12 million contract (through June 2020) to WestEd for the creation and implementation of statewide training, infrastructure, and resources to promote evidence-based practices across California and within consortia implementing continuous quality improvement, including rating and monitoring activities as part of Quality Counts California (California Quality Rating and Improvement System [CA-QRIS]). The system includes two primary areas of focus—workforce development for continuous quality improvement (CQI) and tools and resources to communicate with early childhood educators about QRIS standards of quality.

Through this contract, F5CA, CDE-EESD, and WestEd are engaging University of Florida, University of Washington, Zero to Three, other national experts, and state and local leaders, to develop workforce supports. Over the next several years, California will develop and implement:

- A coach certification process that includes basic training, assessment of coaching competency, and resources and ongoing supports.
- Trainer and training standards to ensure all early childhood providers have access to high quality training
- Family engagement training for early childhood educators to promote caregiver-parent relationships that improve child and family outcomes
- Quality Counts California training modules and resources to help faculty, trainers, coaches, and implementers understand and communicate about the California QRIS system
- Assessor and rating guidelines and supports that enable early learning settings across California to be assessed and rated using consistent standards

SUPPORT FOR EFFECTIVE INTERACTIONS

Quality teacher-child interactions are powerful contributors to children's learning and success. Children are supported and developed through meaningful teacher-child interactions with educators who have the knowledge and skills to identify and support the needs of specific groups of children, including dual language learners. Research shows early childhood educators with higher educational levels and specialized training have greater quality interactions with children that result in positive effects on learning. Unfortunately, one study indicates only 13 percent of California's low-income children are in high-quality early learning programs that support advanced thinking skills and language development.

Although the Comprehensive Approaches to Raising Educational Standards (CARES) Plus program sunset in June 2016, F5CA embedded lessons learned from that program into new supports for early childhood educators. Through CARES Plus, F5CA incorporated training and use of the Classroom Assessment Scoring System® (CLASS®) into all its requirements. One of the most successful aspects of CARES Plus was MyTeachingPartner™ (MTP™), an evidence-based professional development tool focused on improving classroom interactions through intensive one-on-one coaching, classroom observation, and reflective analysis of teaching practice.[12] F5CA worked with Teachstone, the creator of CLASS, to develop and implement CLASS-Based Coaching, a similar one-on-one coaching program, but designed for coaches who support center-based teachers and administrators, family child care providers, and early educators who work with children in community-based settings. In the CLASS-Based Coaching Program, dedicated cohorts of coaches join together around one goal: to ensure children have access to high-quality adult interactions. Coaches receive one-on-one support from a Teachstone Specialist who helps them use CLASS as they help teachers focus on effective and culturally responsive interactions, anchoring coaching in educators' actual practice.

First 5 County Commission Highlights

Alameda County

The goal of First 5 Alameda County is to provide a network of early childhood services, professional development, and community supports to prepare children ages 0 to 5 for success in school and life so that children are ready for kindergarten and third grade success, and are free from abuse and neglect. As most of the families served by First 5 Alameda are very low income, the County Commission's investments took a special focus on identifying and connecting families to resources to meet immediate and emerging needs, ensuring that families have what they need to support their child's optimal development.

- 793 prenatal and postpartum families were immediately connected with Emergency Medi-Cal insurance to ensure families' health coverage did not lapse, and 173 families were linked with the Women, Infants, and Children Program for food and basic needs assistance. Almost 1,600 families were referred to available prenatal and newborn home visiting and lactation support programs.
- 2,844 families were connected with the *Help Me Grow* (HMG) Phone Line to discuss concerns they had about their child's development. With further family navigation support, 49 percent of HMG families were referred to an entitlement system (Early Start, Special Education, etc.), 10 percent to play and learn/socialization playgroup/services, 9 percent to developmental services, 8 percent to mental health services, 8 percent to child care/early care and education, and 16 percent to other types of support.
- In a partnership with the Center for the Study of Social Policy, First 5 Alameda began implementation of one of the Developmental Understanding and Legal Collaboration for Everyone (DULCE) pilot projects. A Family Specialist connected families of newborns to a variety of supports, including legal and basic needs resources in the pediatric clinic setting while working in tandem with a pediatric care team. Almost 200 families were served. Legal issues surfaced as a large unmet need: 66 families received legal consultation on housing, public benefits denials, and immigration.
- Two major training events provided tips and resources to service providers on helping families to navigate financial assistance and to build financial literacy.

Another highlight that took place during FY 2016–17 was supports for developmentally vulnerable children were offered to 137 parents and caregivers who have concerns about their child's development but whose child may not be eligible for entitlement services through the regional center or the school district.

Alpine County

During FY 2016–17, First 5 Alpine County emphasized improving family functioning. First 5 Alpine directed energy and resources toward advancing parent education and outreach to increase parents' knowledge and understanding of the Five Protector Factors, including healthy child development and new parenting strategies. Being in such a small, isolated county, providing access to effective, positive parenting information and tools is paramount for families living in such a rural community. First 5 Alpine made the commitment to enhancing partnerships with community agencies through parent education programs and weekly playgroups. First 5 Alpine joined the Alpine County Wellness Coalition and ignited an Early Learning Task Force in tandem with the local school district and county office of education in order to minimize barriers for children receiving early childhood education. This collaboration elevated work and the county is now prioritizing local systems of care to reach all families and their needs. Alpine County embodies the African proverb, "It takes a village to raise a child" and it aims to be a key player in supporting families and children ages 0 to 5 and the community at-large.

Amador County

In order to sustain lasting improvements in the lives of Amador's youngest residents, First 5 Amador

partners with local organizations, private and public agencies, and families to promote the importance of the first 5 years. First 5 Amador continues to look for opportunities to improve systems that support children's health and well-being, and readiness for school and life. An important component is providing families and caregivers access to information and services for early literacy, connections to health care, and social and emotional development of children.

Examples of successful strategies include the integration of a preventive practice (screening and fluoride varnish application) during well-child checkups at the only pediatric office in Amador County. The success of Amador's Oral Health Task Force was recognized by the California State Association of Counties. Another successful initiative spearheaded by First 5 is the Amador/Calaveras Perinatal Wellness Coalition. To date, this successful collaborative has established a seamless system that includes outreach, education, and treatment for families experiencing perinatal mood and anxiety disorders.

A universal system for developmental screenings has been set in motion with the training of local service providers, including family child care and private preschools. Playgroups, family resource centers, newborn home visiting, etc. are now part of a unified system that will utilize a consistent tool for families with young children.

First 5 Amador continues to coordinate the Child Abuse Prevention Council, Oral Health Task Force, Perinatal Wellness Coalition, Children and Families Program Committee, and participates in the Domestic Violence Council as well as the Behavioral Health Advisory Council. By providing the forum for or participating in the discussions, First 5 Amador has been successful in leveraging resources for young children and their caregivers as well as helping to move the dial in addressing gaps in systems that affect families.

Butte County

Supported by First 5 Butte County since 2011, Mothers Strong, a local group dedicated to bringing vital mental health information and resources to moms and families in Butte County, was awarded the best "Community Solutions Award" by the Maternal Mental Health Innovations Awards Program. This national award recognizes programs that are closing gaps in awareness, delivery of care, access to care, or prevention in innovative ways, and which should be lifted up for adoption across the country. Over 50 submissions from across the U.S. were judged on innovation, impact, sustainability, and replicability. The award enabled the Mothers Strong program to be presented at the 2017 Perinatal Mental Health Society's national conference in Chicago. The focus of Mothers Strong is the development of effective and sustainable systems of services for families struggling with Perinatal Mood and Anxiety Disorders (PMAD). Dedicated perinatal professionals from 12 agencies, private therapists, and champion moms within Butte County work to develop links between local resources, medical providers, and new mothers that help address challenges connected to PMAD.

First 5 Butte County has a successful Reach Out and Read (ROR) campaign throughout the county. In a desire to serve more families beyond the physician-oriented structure of ROR, First 5 staff began working with the local Women, Infants, Children (WIC) program to design and implement an early literacy project for WIC families. Children now receive a new, age-appropriate book at each of their WIC visits. WIC staff have enthusiastically embraced this new opportunity to enrich the lives of those children to whom they provide resources. Over 1600 children's books were distributed during the first four months of the program at the two primary WIC locations. Two new WIC offices are scheduled to open in early 2018, and the program will be expanded to serve these locations.

Calaveras County

First 5 Calaveras successfully continues to facilitate partnerships and fund strategies that strengthen families and support them in raising healthy young children.

During FY 2016–17, one of the most significant accomplishments was the continued collaboration with Behavioral Health Services which services families with children ages 0 to17. Funding from the Mental Health Services Act provided 67 training sessions for over 430 adults on a variety of topics. Training focused in three areas: 1) classes for parents and educators; 2) Parent Café/Conversation Groups; and 3) Mindful Schools training for educators and other service providers. Parents attending had an estimated 400 children indirectly served, with 41 percent of children ages 0 to 5. Trainings were offered in English and Spanish and in many locations throughout the county, including isolated areas. Efforts were made to build upon the success of one rural elementary school where Mindful Schools was implemented in each classroom during the previous year. Mindful Schools is a neuroscience approach to teach skills to teachers and children that improve attention, emotional regulation, adaptability, compassion, calming, and resilience. Eighty-six educators attended local Mindful Schools training. As a result of the training, 62 teachers enrolled in a Mindful Schools fundamental class, with some advancing to Essential Curriculum. Intensive work was done at one rural elementary school as the entire faculty was engaged in implementing the Mindful Schools curriculum and philosophy throughout the school year. Parent Café/Conversation Groups doubled throughout six communities. Classes for incarcerated fathers and classes in Spanish continued to be successful.

Other highlights during this past fiscal year included:

- The Children's Dental Project provided screenings, cleanings, fluoride treatments, and/or oral health education to over 250 children in local Head Starts, state preschools, and private preschools in seven geographically isolated communities. Sixty-one Women, Infants, and Children parents received dental health education.
- The Kids Farmers Market provided nutrition education, hands-on cooking experiences, healthy recipes, and gave children in local preschools the opportunity to

choose their own vegetables and fruits. In addition, the 131 children together took home over 4,400 pounds (or over 2 tons!) of fresh produce to their families.

- School Readiness Expansion-Raising A Reader Home Visiting Program expanded access to quality early childhood education for 32 children that had transportation, financial, or other barriers preventing them from enrolling in local preschools. Sixty-two parents were taught about child development domains and their role as their child's primary teacher, using the Ages and Stages Questionnaire (ASQ) and other developmental assessments as the baseline of information. Parents increased their literacy activities with their children: reading regularly, going to the library, and adding interactive elements to their reading.
- The S.A.F.E. Self (Safe, Assertive, and Fit Education) Preschool Program taught personal safety and prevention skills to 226 preschoolers by means of stories, puppets, songs, and movement activities focusing on a variety of topics, including stranger danger, expression of feelings, and household, car, and gun safety.
- A grassroots collaborative, Talk. Read. Sing.® Calaveras, was established to: 1) Enhance quality interactions between parent and child; 2) Increase the number of quality, age-appropriate books in young children's homes; and 3) Encourage parents and older siblings to read to their child/sibling for 15 minutes per day. Through this effort nearly 400 children 5 years and younger applied for a special "frog" library card, over 800 new books were distributed to young children, and 6 Little Free Libraries were constructed and set up throughout the county.
- First 5 Calaveras partnered with Prevent Child Abuse Calaveras to administer developmental screenings (ASQ3) to assess the impact of trauma on 16 children in the child welfare system. Referrals to early intervention services addressed children's mental health and developmental challenges. Twenty-five parents and 36 children were served through the Team Decision Making/Child Family Team Meetings in which family members and children are ensured a voice and a consensus decision that best provides safety and stability. Prevent Child Abuse Council Calaveras and partners brought a greater awareness of programs and activities for Child Abuse Prevention Month through community events, presentations, wear blue day, blue ribbon pins, and a proclamation to the Board of Supervisors. The 2017 Light of Hope Ceremony was attended by 59 people and included local youth singers, speakers, refreshments, and resources.

Colusa County

The mission of First 5 Colusa Children and Families Commission is to enhance the lives of all children, prenatal to age 5, and their families through a countywide, comprehensive, integrated system of early childhood development.

First 5 Colusa County invested nearly $466,958 in programs and services, benefiting a total of 2,149 children birth to age 5 and 4,371 parents, family members, and providers. A large percentage of the children and families served received services through First 5 Colusa Family Action Centers of Colusa County (FACCCs). Funded and operated by First 5 Colusa, the FACCCs provide a central hub of services to families located outside of the county seat, in the rural towns of Arbuckle and Williams. Both centers offer satellite services to the three additional towns that have limited access to county resources and services. Services and/or programs offered include various parent education classes, provisions of basic needs, application assistance, translation, and school readiness services.

First 5 Colusa collaborated with Colusa County Community Advocates for Parents & Children (CAPC) and the Colusa County Library to expand Family Resource Center (FRC) services to the city of Colusa. With CAPC as the lead agency and funder, First 5 Colusa provided additional funding and resources to assist with the opening of an FRC in Colusa. With the opening of the Community in Unity FRC, all towns and cities in Colusa County now have access to FRC services.

Other First 5 Colusa investments and initiatives included:

- Child Passenger Safety Program (classes, certified check-up stations, low-cost car seats)
- Growing Start (evidence-based parent/child playgroups)
- Improve and Maximize Programs So All Children Thrive
- First 5 Service Corps/AmeriCorps (child development screenings and assessments)
- Health Access Services (Covered California and MediCal outreach, education, and enrollment)
- CalFresh Application and Enrollment Assistance
- Family Resource Centers in Arbuckle, Colusa, and Williams, and satellite services in Grimes, Maxwell, and Dunnigan
- Kindergarten Transition Programs (Kinder Camp and Backpack Program)
- Nutrition Services/Programs—Kids Farmers Market, Food Voucher Program (Community Services Block Grant), food distributions, Colusa County Grown Food

Council, and nutrition classes, Rethink Your Drink Campaign)
- Adult and Family Literacy Services (Raising A Reader at all library branches, Sensory Storytime, and enhanced children's areas at branches)
- Family Strengthening Services (Family Hui, parenting classes, countywide trainings and workshops)
- Breastfeeding Initiative (Certified Lactation Counselors on site, warm-line funding, TriCounties Breastfeeding Alliance, The BIG Latch On)

Contra Costa County

As a trusted partner to families for nearly 20 years, First 5 Contra Costa heard from families throughout the county about the fear and anxiety provoked by new federal policies in 2017. First 5 Contra Costa's Community Engagement and Family Support programs offered specialized trainings to ensure contractors had accurate information about immigrant rights and safe spaces, and offered first-hand support to parents and caregivers feeling the stress of aggressive deportation policies.

Additional highlights from the year include:

- First 5 Contra Costa's child care rating system shows quality is improving. Combined with last year's ratings, the ratings for 109 licensed child care programs. Of the 28 sites that were re-rated this year, 11 increased their score, many moving from a 4 to a 5.
- To address demographic changes in the county, First 5 Contra Costa assessed its First 5 Centers, which are innovative, place-based hubs where parents receive support, training and information, and connections to other parents and resources in their community. The assessment led First 5 Contra Costa to pursue the purchase of a new large regional site located in Pittsburg to better serve families in the eastern portion of the county. An additional site acquisition is planned.
- Two new playgrounds were built in Contra Costa as a result of the local organizing work done by parent community leaders trained by First 5 Contra Costa's Community Engagement Program.
- Contra Costa's *Help Me Grow* (HMG) program continues to build: 19 low-income pediatric offices, over 50 child care sites, and a wide range of programs and providers that serve vulnerable families conducted developmental screenings for more than 3,000 low-income children. In addition, the centralized HMG phone line provided referrals and support to 250 families.

Del Norte County

First 5 Del Norte (F5DN) works to promote and enhance the health, development, and wellness of children ages 0 to 5 and their families. FY 2016–17 was a year of new beginnings in Del Norte County. On July 1, 2016, the Family Resource Center of the Redwoods took over the management and programming of the family resource center building owned by F5DN. The change has brought new programming and services to families.

F5DN refreshed two programs this year, updating the local materials added to the *Kit for New Parents* and completely overhauling a packet given to new parents in the hospital. The updates were based on parent feedback gathered in multiple one-on-one and small group sessions. Public health nurses now give a gift bag with five high-quality board books to all new parents, funded jointly by F5DN and Sutter Coast Hospital.

F5DN continues to work with a team of local partners targeting early literacy. In January 2016, 27 in-depth empathy interviews were conducted with 27 families and 11 early childhood educators. One insight from this work is that parents need better connections to each other and to local resources, and that parents need more help understanding school readiness. F5DN is promoting Ready4K (R4K), a texting program to help parents prepare their children for kindergarten. F5DN also is pursuing funds from the Mental Health Services Act to expand R4K to include family strengthening, mental health, and local resource information. The additional content is being co-designed by parents and providers.

As a small county, Del Norte is often included in with other counties or left out of data reporting for state- and nation-wide surveys. This raises difficulties for understanding local issues and pursuing funding. F5DN is working with state legislators to make sure small counties are able to access reliable data about Del Norte children and families.

F5DN is proud to work with a wide range of partners to achieve common goals to improve the health, development, and happiness of all children in Del Norte County.

El Dorado County

The First 5 El Dorado Children and Families Commission has invested in areas of practice that support parents as their children's first teacher. These investments include:

- Ready to Read at Your Library, an early literacy program operated by local libraries
- Together We Grow, a program directed at providing families with structured activities to support their child's optimal development
- High 5 for Quality, a program focused on ensuring early care and education providers have the support needed to increase their quality of care
- Children's Health, a program that utilizes health advocates to support access to health and dental care for children and families

Each of these programs are required to operate within the structure of Community Hubs and to provide services which are aligned with the Strengthening Families Protective Factors framework.

During FY 2016–17, a total of 6,367 (duplicated across programs) individuals were provided with First 5 funded services, resulting in the following accomplishments:

- **Families are using positive strategies to guide and teach their children**. Seventy-eight percent of parents served who completed a family survey reported that they or another family member reads with their child each

day, a 13 percent increase from the previous year.

- **Children are receiving preventive health and dental care.** Ninety-seven percent of parents served who completed a family survey reported that their children birth through age five had received timely well child visits. Seventy-seven percent reported that their children had received a dental exam within the past 6 months, nearly doubling the percentage from the previous fiscal year at 39 percent.
- **Providers are focused on quality early care and education service provision**. The High 5 for Quality program served 63 percent of the county's licensed early care and education center-based sites.

Fresno County

First 5 Fresno County (F5FC) works to create an accessible and effective network of quality services for children ages 0 to 5 and their families. Major highlights of the Commission's work in FY 2016–17 include investments of over $5.1 million in Family Engagement efforts with the goal of expanding access to quality services for families ranging from universal to targeted interventions to promote optimal child and family development.

Highlights of some of our efforts are described below:

1. The Centro Binacional para el Desarrollo Indígena Oaxaqueño (CBDIO) Xi'na Navali (Children First) program targeting migrant farmworker indigenous families across the county participated in the parenting program using the Abriendo Puertas/Opening Doors evidence-based curriculum. The curriculum was provided in Mixteco, Spanish, and other native languages of Mexico. In response to the proposed punitive immigration policies at the national level, the program facilitated parent groups and offered individualized support to navigate education, health, and other services. This program through CBDIO has become a place for parents, feeling vulnerable to the current political rhetoric, to share information, learn from one another, and be a support to each other in times of uncertainty and hardship.
2. In early 2017, F5FC commissioned a needs assessment to evaluate the effectiveness of the existing breastfeeding promotion efforts in Fresno County. The study identified challenges, barriers, gaps, and opportunities for improvement in breastfeeding promotion efforts in the county. This assessment brought to light the opportunity to explore new partnerships with the medical community to enhance collaboration and leverage efforts with existing resources. As a result, F5FC plans to implement the recommendations around breastfeeding promotion by partnering with a variety of health care organizations and medical providers.
3. Through the partnerships that emerged during the development of the African American Infant Mortality Assessment in 2015, F5FC was chosen as the recipient of a grant from UC San Francisco's Preterm Birth Initiative California (UCSF PTBi-CA) to serve as the lead agency for the implementation of a Group Prenatal Care (GPC) Demonstration Project in Fresno. GPC is a proven strategy to reduce the longstanding racial/ethnic disparities in maternal and child health outcomes by increasing social support for pregnant and parenting families. To improve the well-being of vulnerable mothers in Fresno County, this demonstration project launched in fall 2017 at the Lighthouse for Children located in downtown Fresno. In partnership with Fresno State Central Valley Health Policy Institute and the Yale School of Public Health, this presents the unique opportunity to demonstrate effectiveness of the group prenatal care model in addressing the social determinants of health and promote policy change for women enrolled in private and government health insurance programs in Fresno County.

Glenn County

Through its investments, the goals of First 5 Glenn County are to: 1) Improve Family Functioning: Strong Families; 2) Improve Child Development: Children Learning and Ready for School; 3) Improve Child Health: Healthy Children; and 4) Improve System Functioning.

During this past fiscal year, one of the most significant accomplishments of First 5 Glenn County was increasing parents' skills and reducing numbers at post testing for those who scored in the "high-risk" category through the Nurturing Parenting Curriculum facilitated through the Little Learners program. Almost all parents initially identified with high-risk behaviors had increased skills and knowledge because of program participation, and moved out of the high-risk category by the follow-up assessment. With a funding investment of $180,000, this program/initiative provides an environment that is more sensitive and educated about the early mental health needs of its children by increasing awareness and capabilities of children, parents, and the broader community.

Other highlights that took place during FY 2016–17 included:

- A total of 27 children received developmental assessments.
- Four AmeriCorps supported First 5Glenn.
- 70 Nurturing Parenting classes were hosted in Glenn County.
- A four-week Summer Kinder Camp was provided in Orland.
- Professional training for 300 teachers and educators was provided in Glenn County.
- Dental packets and oral health education was provided to 1,788 children

Humboldt County

First 5 Humboldt County's (F5H) vision is that all Humboldt County children thrive in healthy, supportive, nurturing families and neighborhoods, enter school ready to learn, and become active community participants.

Humboldt County, with Mendocino, has the highest percentage of residents with four or more Adverse Childhood Experiences (ACEs) which puts the county at high risk for negative physical and mental health outcomes. F5H promotes resilience by supporting 18 playgroups in communities throughout 3,600 county square miles, reaching families in remote areas. In FY 2016–17, there were at least 12,724 parent/caregiver visits, 10,643 visits by children ages 0 to 2, and 4,652 visits by children ages 3 to 5 at 959 playgroup events. Playgroup survey data collected in 2016 from parents/caregivers showed attendance is significantly related to improvements in parenting capacity (data was analyzed using a Spearman's Rank Order correlation test at a .05 level of significance). Playgroup attendance also appears to be correlated to school readiness; since 2012, the Humboldt County Office of Education's Kindergarten Screening Tool has shown that children attending playgroups score higher than those not attending.

F5H funds specialists certified in Infant-Family and Early Childhood Mental Health to provide support to playgroup families through activities such as parent support, informal screenings, support for mental health-related and developmental concerns, and referrals to early intervention services. Survey data collected in 2016 showed parents who talked with a specialist at playgroups knew more about where to get information about services, learned more about behaviors typical for their child's age, dealt better with parenting issues, felt more supported as a parent, and were more likely to have someone to talk with about concerns/frustrations than parents who hadn't talked with a specialist. Results were statistically significant (results range from p=0.040 to p=0.008).

F5H funds the Paso a Paso Program and Nurse Family Partnership (NFP). Both programs work with pregnant women to get early prenatal care. In 2016, 89.3 percent of Paso a Paso clients and 83.2 percent of NFP clients received early prenatal care, surpassing the Healthy People 2020 goal of 77.9 percent.

With F5H's support, the 0-8 Mental Health Collaborative (MHC) focuses on further developing the local workforce through transdisciplinary training on trauma-informed and developmentally-appropriate practice, as well as the reflective practice model. In 2016, the 0-8 MHC offered 10 trainings with over 530 participants.

Imperial County

First 5 Imperial County continues to enhance the lives of children ages 0 to 5 and their families with investments of approximately $2.5 million for FY 2016–17. Projects funded included commitments to increasing the development of children ages 0 to 5, supporting parents/guardians and/or building capacity for providers. Through planning and capacity building, projects addressed strategic objectives by offering services that focused on health, family support, and early care and education. Projects designed to support families with young children included case management for at-risk families, family resource fairs in program improvement catchment areas with partnerships with over 30 health/human services agencies, and advocacy for children under the custody of the juvenile court system. Projects supporting improved child health ranged from programs to help increase prenatal care and lactation rates to intensive child asthma case management services, and nutrition and fitness activities that address childhood obesity. Early care and education projects ranged from mobile literacy activities at over 50 preschool sites or an intensive 30-week preschool home instruction program to continuous quality improvement measures targeting childcare providers and subsidizing preschool slots for children that have a mild disability or are "at-risk" of developing a disability but do not qualify for special education services.

One of the outstanding benefits of investments in the community was grounded on the work of the First 5 Health Children: Healthy Lives Project, which provided an array of services to promote nutrition and fitness at 10 preschool and family childcare homes to address childhood obesity issues, which for the county are some of the highest in the State. Components included cooking classes, developing and sustaining a garden with fresh vegetables and herbs, physical activity, and training for childcare providers and parents. The Health Project conducted a child preference taste-testing before and after implementing activities in order to assess changes in the children's preferences for vegetables and herbs. Results from pre/post-intervention activities suggest that children did increase their preference in taste for 11 selected vegetables and herbs during the year. For example, there was an overall increase of 60 percent in the proportion of children stating that they "liked a lot" after the post-intervention. In addition, the proportion of children that were willing to try vegetables and herbs increased by 59 percent for those that "did not try" between interventions.

Other FY 2016–17 accomplishments for projects funded by First 5 Imperial are:

- Providing case management to the families of 127 children with asthma or asthma-like symptoms, where 90 percent of parents felt confident in managing their child's condition, and 85 percent worked to reduce triggers.
- Offering preschool inclusion services to 12 children with disabilities that were not eligible to receive special education services due to the level of the disability.
- Providing mobile child literacy services to 4,174 children in preschool centers, which included over 12,000 books given to children for their home libraries.

- Funding to support and training for volunteers providing advocacy and educational surrogacy for 49 new cases of children in the foster care system, resulting in increased preschool enrollment, immunizations, and developmental screening services.
- An increase in exclusive breastfeeding rates from one local hospital to 40 percent from the baseline of 5 percent.
- Providing a 30-week home instruction program to 87 children, where significant gains were achieved in a number of school readiness activities.
- The work to continue to strengthen the Childhood Obesity Prevention Alliance through a 25 percent increase in new members.

Inyo County

First 5 Inyo County focused on strategies to improve early child health and family strengthening efforts in FY 2016–17, using evidence-based programs and evaluation tools for implementing services countywide. Activities to improve early child health focused on Ages and Stages universal screenings and efforts to support family strengthening focused on implementing Triple P (Positive Parenting Program).

One of the most significant accomplishments around Family Strengthening was parenting education efforts grew by leaps and bounds! First 5 Inyo staff taught six Triple P parenting classes to 54 parents in the community and county jail setting. Parents completing the classes shared that 93 percent learned encouragement skills and 73 percent learned new tools to manage misbehavior. To build a system of parent supports countywide, Triple P curriculum trainings were brought to Inyo County. Four trainings were offered with 43 partners attending, representing a diverse array of organizations and staff roles, including local hospital, clinic, preschool, school, probation, Child Protective Services, and health and human services staff. Through this countywide collaboration, a Triple P Network was formed, supporting individual and collective efforts in parenting education. In fall 2017, the first of our trained partners offered Triple P education at their Head Start preschool site.

The second greatest accomplishment was in Child Health, laying the foundation for referral process after children are screened for developmental delays. In its second year of implementation locally, preschool and family child care providers completed 268 Ages & Stages developmental screenings. First 5 Inyo staff worked closely with schools and families to refer children to services. Through these efforts, 13 children from high-risk target families were offered intensive wrap-around services.

Kern County

Kern County is the third largest county in California by land area and is equivalent to the size of New Jersey. With such a large reach, First 5 Kern County was strategic in the distribution of funds to ensure children across the diverse terrain of mountain, valley, and desert communities receive services. In FY 2016–17, the second year of a five-year funding cycle, First 5 Kern County funded 42 programs across three focus areas: 14 in Health and Wellness, 18 in Parent Education and Support Services, and 10 in Early Childcare and Education.

Funded programs achieved the following: 1) Programs completed 1,749 Ages and Stages Questionnaires to ensure children received a developmental screening and appropriate referrals were made; 2) The Differential Response program provided case management services to 1,447 at-risk parents and 2,141 children; 3) Approximately 253 parents/guardians attended Nurturing Parenting community-based workshops to increase knowledge and utilization of nurturing parenting techniques; 4) Pre- and post-test assessments showed improvement in school readiness among 362 children who participated in the Ready to Start summer bridge program; and 5) 295 families received case managed services. By the sixth month of case management services, families did not report any unmet childcare needs.

In addition to the accomplishments listed above, First 5 Kern held 12 town hall meetings countywide, participated in the Kern Early Stars Consortium, promoted the Safe Sleep Initiative, and participated in 27 collaboratives/committees. Through its funding strategies and collaborative efforts, First 5 Kern strives to promote and accomplish its vision statement that "all Kern County children will be born into and thrive in supportive, safe, loving homes and neighborhoods and will enter school healthy and ready to learn."

Kings County

During this past fiscal year, one of the most significant accomplishments of First 5 Kings County was the First 5 Kings County Family Resource Centers (FRCs). With a funding investment of $720,948, the Kings County FRCs provide early childhood education, home visitation, developmental screening, parent education, and referral services.

During FY 2016–2017, 1,224 children ages 0 to 5, and 1,158 parents, siblings, and caregivers who live in Kings County visited an FRC. The total number of services delivered by the 5 funded FRCs was 26,447.

Other highlights included:

- The Linkages 2 Learning project distributed 1,350 school readiness backpacks to incoming kindergarteners.
- The Kings County CARES About Quality (KCCAQ) project provided support, ranking, technical assistance, and materials to 62 preschool and childcare sites.
- The local CARES project provided training and professional growth advising to 262 professionals working in the early childhood education field.
- The United Cerebral Palsy Special Needs project provided 202 developmental assessments and 223 interventions to children ages 0 to 5.
- The United Cerebral Palsy Parent and Me project served 208 children ages 0 to 5 and 181 parents through weekly center-based early childhood activities.
- The Kettleman City FRC provided home visitation services; through this approach, 306 home visits were provided to 22 families.

Lake County

Through its investments, First 5 Lake works to achieve its long term goal, as stated in its 2014–2019 Strategic Plan, *to inspire and promote healthy, safe, happy, and family-centered experiences for children 0-5 through partnerships with local families and service providers.* First 5 Lake has adopted a family and community strengthening protective factor framework as the basis for its current strategic planning, focusing on the conditions in families and communities that, when present, increase health and well-being.

In 2016–17, **www.firstfivelake.org** was updated, and a Facebook page, radio ad campaign, and Before-the-Movie ad launched to educate the community about protective factors. During this past fiscal year, Lake County parents improved their social connections, knowledge, and skills, and received concrete support through participation in the Lake County Office of Education (LCOE) Hero Project, Imagination Library, and Nurturing Families programs. Parents improved in all five constructs of nurturing parenting that are critical to supporting their children's growth and development, with improvement especially in the area of understanding the need for empathy toward children's needs (43 percent increase) and parent-child roles and responsibilities (26 percent increase). Children were provided opportunities to learn self-regulation skills and improve their social emotional development through participation in Second Step lessons taught by trained LCOE AmeriCorps members. Children also received oral health and developmental screenings to ensure their good health and development. A total of 496 preschool and kindergarten children were screened through the LCOE Oral Health project with 64 percent having no immediate dental needs. Easter Seals provided 333 parents and children with developmental screening, education, and support for early identification of special needs. In addition, through an annual effort by First 5 Lake County and LCOE, children entering kindergarten in fall 2016 showed improved school readiness in the areas of language comprehension, cognitive competency, and social-interpersonal skills.

Lassen County

Through its investments, the goal of First 5 Lassen County is to fund programs aimed at ensuring all children enter school healthy and ready to learn. During FY 2016–17, the primary area of focus was home visiting, serving high risk populations, and startup funding for a preschool in a remote area of Lassen County.

Home Visiting: The most significant accomplishment of First 5 Lassen was its home visiting program implemented by Pathways to Child & Family Excellence, Inc. With a funding investment of $265,000, this program/initiative provides home visiting services to high risk families. The program is designed to improve family support and strengthening as well as improvement in child development, health, and systems of care. Weekly parent education and child development lessons using the Parents as Teachers (PAT) curriculum are provided. Screenings and assessments are completed on both children and parents to determine an individualized approach to addressing child, parent, and family needs. The Home Visiting Program served 105 children ages 0 to 5 and 107 parents or caregivers. Another 34 children (siblings six years or older) participated in the program, increasing the total number of children served during the year to 139. The number of service units provided was 2,178.

Preschool Development: The northern most area of Lassen County had no preschool opportunities for young children. First 5 Lassen provided startup funding. Through extensive collaboration of key leaders in the community, a preschool solution was developed. Big Valley Preschool is now hosted on the elementary school campus. It is licensed to serve 24 children. With one teacher/director, they are currently providing preschool services to 12 children for 10 months of the year.

Los Angeles County

First 5 Los Angeles (First 5 LA) continued to successfully implement the second year of its FY 2015–2020 Strategic Plan, placing a greater emphasis on promoting sustainable public financing, public policy, and systems-level change to make young children a priority and improve child outcomes. The plan also strengthens F5LA's reach and effectiveness through partnerships and collaboration with others that share their goals.

F5LA has refocused their work by committing to four interlinked outcome areas—Families, Communities, Early Care and Education, and Health-related Systems. Working together, these outcomes will help children in Los Angeles County enter kindergarten ready to succeed in school and life. They have made great strides in each of these areas and done so in partnership with parents, the County, the First 5 community, and diverse stakeholders.

Making sure F5LA's new emphasis guides all that they do is particularly evident in their long-standing investment in home visitation. Today, First 5 LA serves over 13,000 families a year in its Welcome Baby home visiting program. They are the single largest funder of home visiting in L.A. County, and the only funder of universally-offered services. Yet there still exists a large, unmet community need for home visiting. So they are collaborating with other partners to connect the current network of home visiting programs in the County, as well as providing for the long-term sustainability for these programs.

Highlights include:

- **County Agency Partnerships**: As part of First 5 LA's continued efforts to build strong partnerships in L.A. County, First 5 LA offered support to the newly established Los Angeles Office of Child Protection (OCP), including participation in its informal working group on prevention. They have supported the development of OCP's prevention work and the writing of the County prevention plan. Through their direct participation, First 5 LA helped ensure the voice of parents and communities was reflected in the County prevention plan in meetings with *Best Start* Community Partnership members, providers of prevention

and aftercare, and community-based organizations. This effort exemplifies First 5 LA's new strategic plan: to align systems and maximize their collective ability to improve outcomes for children and families in L.A. County.

- ***Help Me Grow* (HMG):** First 5 LA is a member of the HMG-LA Leadership Council and Workgroup tasked with leverage resources in place to develop and enhance a comprehensive, systems-level approach to support the success of young children by connecting them to timely developmental services and supports. A year-long design and planning process involved 124 individuals from more than 60 county departments, agencies, organizations, and programs who participated in a total of 32 planning sessions and convenings. This process has yielded a shared understanding of Los Angeles' early identification and intervention pathways, and system complexities and specific recommendations for implementing HMG-LA. These recommendations will guide the early implementation planning and rolling out of HMG-LA. First 5 LA will be partnering with Los Angeles County Department of Public Health to serve as the organizing entity for HMG-LA, providing support, oversight, and facilitation of broad system change activities to benefit kids.
- **Public Policy Outreach**: First 5 LA continued to leverage investments in advocacy to elevate and prioritize the needs of young children and their families in local, state, and federal policy discussions particularly in relation to health systems. Their advocacy with First 5 commissions and other partners resulted in the state Department of Health Care Service's decision to study developmental screening rates in California. The study highlights the wide disparity in developmental screening rates across the state, and recommends the state adopt new guidelines and reporting requirements which encourage health plans to promote developmental screens for young children—consistent with coverage requirements.
- **State Funding**: Working with a statewide Early Care and Education (ECE) Coalition composed of nonprofit groups and First 5s throughout California, the Coalition urged Governor Brown to fulfill a promise to restore funding for early care and education opportunities for California's children. In a significant win for everyone, the final FY 2017–18 State Budget expanded and updated subsidized early care and education program eligibility requirements to better meet the needs of low-income working families, and developed much-needed emergency child care and navigation support for foster families.

As First 5 LA looks to the future, their work is going to continue to be done in partnership with the County, community organizations, and leaders that are all working to improve the health and development of L.A. County's young children.

Madera County

First 5 Madera County aims to ensure that all children in the county are healthy, grow up in a strong family environment, and are continuously learning. It is the goal of the local county commission to fund meaningful and sustainable programs that will have a lasting positive impact in the community.

The Oral Health Initiative is a preventive program that provides oral dental screenings and referrals to preschool children. Through a collaboration with the Darin Camarena Health Center, a team of dental staff educates parents and children about the importance of good oral hygiene, demonstrates proper brushing and flossing techniques, and surprises the children with a visit by the "Tooth Fairy." The "Tooth Fairy" helps parents and children understand what to expect during a dental office visit, mitigating some of the concerns parent and child may have. At the end of the presentation, all children in attendance receive a dental kit consisting of a toothbrush, stickers, two-minute timer, floss, toothpaste, and informational brochures. A total of 12 preschools participated in the program, 555 students received a dental kit, 210 parents attended the screenings, 499 students were screened by a dentist, 224 students received a referral, and 142 students required dental services. Seventeen percent of the participating schools met the Healthy People Objective 2020 of decreasing dental decay in children ages 0 to 5 years of age. The outcomes of this program have been consistent over the past few years: 1) steady increase in children receiving a dental kit, 2) steady increase in children screened, 3) increased parent participation during the screening, and 4) a steady decline in children requiring services without a dental home. The Oral Health Initiative continues to be a significant contributor in filling the pediatric dental gap in the community.

Marin County

While First 5 Marin continues funding key programs and initiatives for children's health and school readiness, they also have focused on convening colleagues and community partners for free monthly educational presentations and workshops to inform, educate, and inspire the community serving children and families in Marin County. The program is called the "Marin Communications Forum." With thoughtful scheduling, First 5 Marin is able to respond to trending topics, such as "Adverse Childhood Experiences" as well as urgent community needs (immigration and detention).

First 5 Marin also works in partnership with multiple community organizations to address a variety of public health needs (childhood obesity, nutrition, oral health), early childhood/education issues (quality child care, preschool, social-emotional development) and community concerns (Spanish-language outreach, affordable housing, emergency preparedness and communications, and cannabis).

The response has been thoroughly positive, and the series is popular enough that community partners have asked for specific topics to be covered

or asked that their own programs be featured in future presentations. The Forum series has allowed First 5 Marin to be a part of critical discussions, to spark community interest, improve knowledge, and prompt response or action for the benefit of young children and families.

Mariposa County

During this past year, one of the most significant accomplishments of First 5 Mariposa was the School Readiness Program, funded for $152,909. The School Readiness Program serves three preschools (Catheys Valley, Greeley Hill and Lake Don Pedro) located throughout Mariposa County. The three preschools provide an outstanding play-based preschool program that prepares children for kindergarten. The facilities, curriculum, and activities are creative and educational, and focus on developmentally appropriate activities. This year there was a focus on Science, Technology, Engineering, and Math and more play-based activities.

In addition, First 5 Mariposa has several highly successful programs:

- Children's Dental Health Program. The program was funded for $30,000. This program provided dental education by the Dental Hygienist, dental services for children with severe dental problems, and dental screenings. Three local dentists provided reduced cost dental services.
- Instructional aide hired to work in the Mariposa Elementary School Transitional Kindergarten classroom. The program was funded for $16,882. The instructional aide worked with the reading program/assessments, and she provided extra assistance to children who were having difficulty. Having the aide in the classroom also provided time for the teacher to work with the children individually. The class had 21 TK students who ranged in age from 4 to 6, and having an aide made it possible for the students to work on enrichment projects and technology.
- Part-time instructional aide hired to work in the Kiwanis Preschool. The program was funded for $10,000. The instructional aide worked closely with the teacher in providing support, extra assistance, and one-on-one instruction.
- Yosemite Child Care Center for a trainer from University of California at Davis who provided developmentally appropriate activities with an emphasis on hand-on play-based instruction. The staff were observed and coaching was provided to help focus the training.
- Listening center for the Kid Korral Day Care Center. The center received $1,000 for a listening center with headphones and books on tape.

Mendocino County

First 5 Mendocino continued its transitional period from FY 2015–16 through FY 2016–17 with the hiring of Roseanne Ibarra as the new Executive Director.

The Family Resource Centers (FRCs) receive the majority of First 5 Mendocino's grant funding. Mendocino County is geographically diverse, making it difficult for FIRST 5 staff to effectively reach the remote areas of the county. The grants with the FRCs are used to reach the families in those areas through information and referrals to services and programs funded by First 5 Mendocino. This year, Triple P (Positive Parenting Program) was added as a contract requirement for FRCs. FRCs now are asked to offer Triple P groups and have at least one person trained in the basic level of Triple P at their site.

First 5 Mendocino joined Mendocino County's Community Health Improvement Plan, known locally as Healthy Mendocino. This is a collaborative effort among Mendocino County Health and Human Services, Adventist Health Ukiah Valley, and Howard Memorial Hospital, among others to implement strategies to improve outcomes for families. The targeted areas are Childhood Trauma, Poverty, Mental Health, Housing, and Childhood Obesity and Family Wellness.

To help build the professional skills of those who work in Mendocino County with the youngest and most vulnerable (including young children in foster care), this past year, First 5 Mendocino administered several trainings targeted to decrease the negative effects on a child's brain from trauma. They have begun implementing Community Resiliency Skills© to the Inland County from Trauma Resource Institute. These skills are simple to use and build a connection with one's central nervous system with the goal of an individual learning to be calm when faced with stress.

Merced County

Through its investments, the goal of First 5 Merced County has the following Desired Outcomes:

- Families raise their children in safe, stable nurturing homes
  - Enhance the system of effective family support and strengthening programs
  - Support families in building and enhancing the 5 protective factors that promote optimal development
- Children have access to high-quality early learning opportunities
  - Support and enhance local implementation of the California Quality Rating and Improvement System (CA-QRIS) Rating Matrix and Continuous Quality Improvement Pathways
  - Increase awareness of and support for high-quality Early Childhood Education (ECE) among parents and policymakers
  - Enhance or support existing efforts to communicate about the importance of high-quality ECE and levels of quality in ECE programs
- Children achieve optimal developmental, behavioral, and social-emotional health
  - Improve the system for identifying children's health and developmental concerns and linking families to early intervention services

In addition, First 5 Merced County:

- Funded University of California at Merced virtual resource center for families of children diagnosed with disabilities (**http://www.help4mychild.org**)

- Increased overall reach through Facebook
- 14th Annual Children's Summit with 322 participants featuring Dr. Michael Allshouse, discussing trauma and injury prevention and local panel of experts discussing the importance of Early Screening and Intervention
- Engaged 200 early educators in developing a conceptual understanding of Early Numeracy, and utilizing practical math activities in the classroom. Frog Street representative Marissa Russo presented on literacy and dual language learning
- Began IMPACT outreach and coaching
- Supported a cross-community coalition addressing early developmental screening
- Supported breastfeeding efforts at two local high schools, the County Fair, and the Department of Public Health
- Supported art and music education for young children
- Encouraged the community to value water safety for young children

Modoc County

Through its investments, the goal of First 5 Modoc County is to ensure each and every child in Modoc County is in an environment that is conducive to optimal development, and to ensure parents and families have the first option to be primary caregivers and teachers for their children ages 0 to 5.

A critical area of need in the community is in the result area of Improved Child Development. Many families would not have access to a preschool program without the support from First 5 Modoc. With a funding investment of $99,759, they were able to fund two separate programs, providing a high-quality preschool experience for 19 children throughout Modoc County. The success of these programs is partly due to a strong collaborative relationship with the Modoc County Office of Education and the Surprise Valley Joint Unified School District. Funding supports either the full cost or a share in the cost to attend preschool. Families were provided additional support through a family support worker. Monthly parent meetings were held and information was shared on health, safety, nutrition, parenting skills, and on the preschool learning foundations. Weekly child observations and results to their DRDP assessments also were shared with parents. Parents responded in their survey the programs were excellent.

Other highlights that took place during FY 2016–17 with support from First 5 Modoc included:

- Improved Family Functioning: The Tulelake/Newell Family Resource Center provided services and activities that helped build families strength and capacity by providing quality services and support. Services included parenting classes, resource and referral, case management, community strengthening and support, and playgroups. 138 children and 93 parents received services.
- Improved Family Functioning: The Healthy Beginnings program is a Collaborative project between Public Health and Behavioral Health that provided families with access to case management and education on positive parenting, nutrition, and other health-related topics by a home visiting nurse. Mental health and alcohol and drug services also were also provided to families that were not able to afford these services otherwise. 43 children and 36 parents received services.
- Improved Family Functioning: The Dollywood Imagination Library provided age appropriate books to participating families free of charge. The program is designed to inspire a love of reading. Each month an age appropriate book is mailed directly to children enrolled in the program. 151 children were enrolled this year.
- Improved Child Health: The Increase Access to Preventative Oral Health program provided free dental screenings and fluoride varnish applications throughout Modoc County. 137 children received a free dental screening and fluoride varnish application. Referrals were made for follow-up care when necessary.

Mono County

First 5 Mono County's goal is to enhance the network of support services for families with children ages 0 to 5 years. To this end, the commission invested in school readiness, family behavioral health, oral health, child safety, and child care quality.

In FY 2016–17, First 5 Mono sustained existing levels of service in all investment areas by funding the following programs. The First 5 California Small Population County Funding Augmentation is a significant funding source. Without this, the majority of the programs could not be sustained.

- Home Visiting, with the Parents as Teachers curriculum supported parents in myriad ways. Home visiting continues to be the largest investment and served 51 percent of all births to Mono County residents.
- Countywide Transition to Kindergarten activities supported transition into the K-12 system with Kindergarten Round Up, Summer Bridge (a two-week program in the kindergarten classrooms for incoming kindergartners), and school readiness assessments.
- "First Book" books were given to families at no cost to support literacy.
- Raising a Reader supported early literacy.
- Peapod Playgroups served 24 percent of children ages 0 to 5. Playgroups provided children and parents an opportunity to socialize and supported child development.
- Topical fluoride varnish application was provided twice in early learning settings to support oral health.
- Countywide health & safety fairs provided families with connections to resources.
- Safe Kids California, Mono Partners provided helmets and car seats to families across the county to improve child safety.
- Improve and Maximize Programs so All Children Thrive supported completion of Ages and Stages

developmental screenings and alignment with state QRIS efforts.
- Due to funding applications completed by First 5 for Community Development Block Grant and State Preschool, two new childcare centers opened in communities with no other licensed care.

Monterey County

First 5 Monterey County (F5MC) invested $7.1 million in FY 2016–17, providing services to over 35,000 young children, parents, and providers. Of those receiving services, most were served by Parent Development programs (65 percent), and others were served by Child Health (18 percent) and Early Care and Education (17 percent) programs. F5MC also launched a new strategic plan that takes a more integrated, holistic approach to creating change at the systems and organization levels, beginning with awarding grants for collaboratives offering screening, referrals, and care coordination to facilitate family access to cohesive services. Additionally, systems alignment deepened, as F5MC and its countywide partners joined forces to launch a countywide Advisory Group comprised of cross-disciplinary experts in the county. The group is identifying the key drivers and strategies which will be the focus of the county's collective impact work. F5MC played a key role in leveraging the funding needed to support countywide work in Early Childhood Development. Four local foundations provided new funds for F5MC-supported and/or community-based early childhood programs. In response to parent advocacy, two school districts agreed to sustain parent-child playgroups that would no longer be funded by F5MC. In terms of policy that contributes to the possible financial sustainability of early childhood supports in Monterey County, F5MC sponsored AB 300, a bill that will allow the counties of Monterey, San Benito, and Santa Cruz to create their own county child care subsidy pilot programs. After a year of research, coordination, and advocacy efforts, AB 300 was signed by the Governor and helped to leverage statewide discussion on systems and policy change.

Napa County

Through its investments, the goal of First 5 Napa County is to support a comprehensive system of services that ensures children ages 0 to 5 of Napa County will enter school healthy and ready to learn.

During FY 2016–17, First 5 Napa County made a $44,900 investment in the Queen of the Valley Medical Center (QVMC) Community Outreach Mobile Dental Clinic. With this investment, QVMC aims to improve access to oral health services. This comprehensive oral health program serves low-income children six months to five years of age through on-site visits to preschools and kindergartens. Preventive dental care, oral health education services, and dental treatment services are provided in the mobile dental clinic.

Children are receiving appropriate and timely oral health visits:
- 857 children received dental exams, x-rays, cleanings and/or sealants.
- 93 percent of existing patients saw a dentist within six months to one year prior.
- 95 percent of patients presented with improved oral health on the dentist-completed oral health status checklist.
- 310 children received specialty services. Procedures performed include composite fillings, extractions, space maintainers, crowns, and root canals.

Parents report knowledge of recommended preventive dental care practices:
- Of the 34 first time clients to the mobile van, 53 percent reported their child brushes their teeth twice a day. However, of the 129 existing clients, 73 percent reported their child brushes their teeth twice a day.

Nevada County

First 5 Nevada County fosters and supports programs that promote health, wellness, and child development for children ages 0 to 5 and their parents through four initiatives: early learning, family strengthening, communication and outreach, and capacity building and systems change.

Highlights from funded programs include:
- The number of college units earned by Early Childhood Educators in the county grew from nine units in FY 2015–16 to 221 units in FY 2016–17. The number of professional growth hours earned grew from 786 hours in FY 2015–16 to 1,512 hours in FY 2016–17.
- 127 early childhood educators and parents attended workshops with a board certified behavior analyst on supporting young children's social emotional development and all showed gains in knowledge, tools, and skills for supporting child development.
- Of 155 children and their caregivers enrolled in evidence-based, intensive home visiting services, 100 percent of the children received developmental screenings and 100 percent of the children identified as needing follow-up received needed services.
- 31 children and 24 parents received behavioral health care who were not otherwise eligible for services; a pre/post test showed parental distress improved by 20 percent after treatment and parent report of child difficult behavior decreased by 14 percent after treatment.
- 100 percent of clients in an in-home therapy program for postpartum depression who completed six or more sessions showed a reduction in their postpartum depression scores after services.
- 2,402 parents and children ages 0 to 5 received family support services at 4 family resource centers. 95 percent of those receiving case-management services for 15 hours or more were no longer rated as in immediate danger of abusing or neglecting their children.
- 120 family service providers participated in collaborative meetings in eastern Nevada County and 204 attended collaborative meetings in western Nevada County.

Orange County

The Children and Families Commission of Orange County provides leadership and support for programs to achieve the vision that all children are healthy and ready to learn. This year, progress continued on sustaining Commission-funded initiatives that measurably contribute to children's healthy development and school readiness.

The California Department of Health Care Services awarded a grant for just over $11 million to improve dental care for youth covered by Medi-Cal. Within the three-and-a-half-year grant period, 17 virtual dental homes will be established to provide onsite dental services for approximately 11,500 children at school and community sites throughout Orange County, significantly increasing access to prevention and early intervention. The Children and Families Commission is leading the program in partnership with Healthy Smiles for Kids of Orange County, the Coalition of Orange County Community Health Centers, six Federally Qualified Health Centers, and the University of the Pacific.

A cohort of eight community groups received a funding allocation to improve early learning outcomes for young children in the city of Santa Ana. The Santa Ana Early Learning Initiative used Early Development Index* (EDI) data as the primary resource to develop a shared vision, set measurable goals, align and coordinate diverse stakeholders, and establish community ownership for ongoing collaboration and advocacy for early learning outcomes. The Santa Ana Early Learning Initiative is a replicable model that has generated interest in other communities.

**Developed over the course of nearly 30 years, the EDI is a population-based measure of early child development and school readiness in five key domains. Through rigorous, international testing, the EDI has been found to be a reliable indicator of a child's well-being.*

Placer County

Improved Child Development

Early childhood development services are a critical way to ensure children enter school ready to learn and succeed. In FY 2016–2017, First 5 Placer invested $441,000 in programs across the county that support child development. As a result:

- 689 parents and providers participated in early literacy trainings offered through Placer County Office of Education's Improved Reading Through Early Literacy program.
- 106 kindergarteners took part in afterschool enrichment at the Boys and Girls Club of North Lake Tahoe.
- 169 children and parents participated in school readiness programs through Tahoe Truckee Unified School District's Family Room.
- 3,842 children and families received art, literacy, and science enrichment through the KidZone Museum.
- 705 preschool and elementary children received music education from the Auburn Civic Symphony.

Improved Family Functioning

Children benefit when caregivers receive education, referrals, and support to meet basic needs. In FY 2016–2017, First 5 Placer invested $1.08 million in programs that improve family functioning. With this support:

- 1,712 children and families participated in family strengthening programs offered through the North Tahoe Family Resource Center and Lighthouse Counseling and Family Resource Center.
- 148 families received weekly home visits through the KidsFirst Parents as Teachers program.
- 54 families received legal assistance at the Family Resource Center of Truckee.
- 43 parents received support to achieve reunification with children in the foster care system through Child Advocates of Placer County.
- 21 children and their parents participated in safe exchange services at Parenting Time.
- 93 mothers received substance abuse treatment and child development support from Community Recovery Resources' Mothers in Recovery program.

Improved Health

First 5 Placer is committed to programs that support the health and well-being of children and their families. In FY 2016-2017, First 5 Placer invested $407,000 in programs that address maternal and child health, behavioral health, and oral health. As a result of this funding:

- 95 mothers received counseling for perinatal or postpartum depression through Insights Counseling Group's Mom Squad.
- 30 women received support from *promotores* at Latino Leadership Council to access prenatal and postnatal care.
- 147 children received free oral health screenings through the Placer County Health and Human Services Women Infants and Children (WIC) Dental Days.
- 166 children and families received advocate support from the Placer Multi-Disciplinary Interview Center following allegations of child maltreatment.

Improved Systems of Care

In addition to services, children and families in Placer County need systems that work together effectively in order to succeed. First 5 Placer invested $213,000 to support improvements in these systems, including:

- Community education and outreach activities to advocate for affordable housing, improved immunization rates, and trauma-informed care.
- Opportunities for agencies to share resources and build partnerships, such as the Community Collaborative of Tahoe Truckee and the Placer Community Foundation's Non-Profit Leadership Summit.

Furthermore, First 5 Placer has taken steps to develop its role as a catalyst, convener, and advocate for children's well-being in the county. This includes:

- Establishing a Strategic Plan and Evaluation Plan with explicit goals around this new aspect of its work.
- Taking steps towards a model that focus on collaboration and shared goals to achieve collective impact.

Plumas County

The First 5 Plumas County Children and Families Commission's primary strategy in realizing its vision and fulfilling its mission is through the support of home visiting services. Currently, the Commission funds four direct service grants that provide home visiting services to families (including foster parents) who have children ages 0 to 5. All programs utilize the Strengthening Families™ Protective Factors framework to support and measure success. First 5 Plumas County investments in home visiting resulted in the following accomplishments:

Families are engaged in home visiting services:

- A total of 84 families were provided with home visiting services, 31 of which received
- integrated care. A total of 599 service contacts were made by home visitors in which 3,320 services were provided. 41 children were screened using the Ages and Stages Questionnaire (ASQ), while 9 were screened using the Social Emotional (SE) version of this tool. Families are stronger as a result of home visiting services. All of the home visiting programs identify outcomes achievement related to each of the five Strengthening Families™ Protective Factors. In each of the protective factors, there was an increase in parental perception of skills, supports, and knowledge after having received home visiting services.
- 100 percent of parents agreed that the program has helped them improve their parenting skills. 78 percent of parents agreed that the program has helped them reduce the stress in their life. Families accessing services report a high level of satisfaction. The overwhelming majority of parents who completed the questions related to client satisfaction at the end of the Protective Factors survey were very satisfied with the home visiting program.
- 100 percent of parents agreed that their overall satisfaction with services was very good and that their ideas and opinions were welcomed and included in the program.

Riverside County

First 5 Riverside County has made significant investments in Early Learning and Health so all children are healthy and thrive in supportive, nurturing, and loving environments and enter school ready to learn and embrace lifelong learning. One of the most significant accomplishments this past fiscal year was the implementation of Quality Start Riverside County (QSRC), funded by First 5 California and California Department of Education. Through a strategic partnership with Riverside County Office of Education, 155 sites were rated and 317 of these received site-based coaching. QSRC supports more than 102 family child care home providers, 128 state-funded preschool providers, and 31 private centers. In February and March 2017, on behalf of QSRC, VIVA Strategy + Communication conducted a survey in English and Spanish of 2,137 parents with children ages 0 to 5 years old, and 77 early learning educators participating in QSRC and not participating in QSRC to gain understanding of and opinions on quality early learning and quality improvement, awareness of the local QRIS, and to further understand communication preferences. Key findings: parents believe that child care plays a role in their child's learning and development. In fact, 92 percent of parents surveyed expressed confidence that their child care program was helping their child be ready for kindergarten.

Other highlights included:

- 828 children accessed quality child care services
- breastfeeding support services were delivered to over 11,000 mothers
- more than 5,292 children received mental health screenings
- 423 of these children received treatment services

Sacramento County

Over the course of FY 2016–17, First 5 Sacramento County made significant accomplishments in support of its priority to ensure the sustainability of much needed programs and services. The Commission recognized that with fewer resources available to invest in the coming years, systems change efforts are necessary to continue to respond to community need. To support these efforts, the Commission created a Sustainability Committee, developed a Policy Platform, created a Policy and Advocacy Protocol, and integrated sustainability planning into its strategic direction. The Sustainability Committee was charged with developing a Systems Sustainability Plan (SSP) to outline ways that the Commission can act to sustain programs and services impacting children ages 0 to 5 and their families. The SSP outlines concrete strategies to support the sustainability of outcomes outlined in the Commission's Strategic Plan through more systemic, cost effective ways.

Additional accomplishments include the continuation and exceptional outcomes of the programs to reduce African American Child Deaths and the First 5-funded preschool programs.

Reduction of African American Child Deaths: The Commission continues to support programs focused on the reduction of perinatal condition deaths, infant sleep related deaths, and child abuse and neglect homicides in the African American community. The cultural broker program served 415 pregnant women. There were 241 births; 85 percent of the babies were born at a healthy weight and born full-term. The infant pre-term rate of 8 percent is lower than Sacramento County's African American rate (13 percent), and low-birth weight is the same as Sacramento County's rate (12 percent).

Over 550 African American parents and caregivers received education on

how to safely sleep their infant through the Safe Sleep Education Campaign. If needed, they also received a free pack-and-play (crib). In addition, a multimedia perinatal education campaign, "Stress," generated over 85 million impressions delivered through digital, radio, transit, and convenience store ads.

First 5 Sacramento-Funded Preschool: Across the First 5 Sacramento service region, incoming kindergarteners in 2016 were more likely to be ready for school if they had participated in any First 5 Sacramento services prior to kindergarten, but particularly if they had attended preschools supported directly by First 5 Sacramento. Forty-five percent of children who attended preschools supported by First 5 school readiness services were fully ready for kindergarten, as compared to 24 percent of children who did not attend preschool (adjusted for other child and family factors, such as family socioeconomic status, child gender, and English proficiency).

These results are based on an analysis of kindergarten teachers' observations of 1,874 students across the First 5 Sacramento service region, spanning 40 elementary schools across nine school districts. Data were collected in August and September 2016, and combined with First 5 service records and a parent background survey.

San Benito County

First 5 San Benito provided services, supports, and resources to children, families, and providers that addressed the First 5 California four result areas: Improved Family Functioning, Improved Child Development, Improved Child Health, and Improved Systems of Care.

Below are highlights of programs that contributed to these results:

Improved Family Functioning: Parents in the Family Wellness Court parenting classes reported that by the end of the program, family members were significantly more likely to listen to one another, express their needs and feelings to one another, and communicate with the children in a clear and positive way. In addition, 206 parents participated in the Raising a Reader program, and showed a significant increase in the number of positive literacy behaviors they engaged in with their child over time.

Improved Child Development: Twenty-five Early Childhood Education providers enrolled in the Quality Rating and Improvement System program, and 24 providers attended Classroom Assessment Scoring System trainings on improving teacher-child interactions. After the program, 100 percent of participants surveyed rated their understanding of why teacher-child interactions are important as high or very high, compared to 53 percent who said their understanding was high or very high before the program.

Improved Child Health: Child health and safety outcomes in the community were addressed through the inspection of 95 car seats for safe and appropriate installation, and the distribution of 76 new car seats.

Improved Systems of Care: Let's Play at the Park was a monthly community event at which 36 families, with 46 children ages 0 to 5, engaged in activities that encouraged quality child-parent interactions. Story and music time were provided for the children, and families learned about services and supports available to them.

San Bernardino County

FY 2016–17 yielded many notable accomplishments and positive outcomes for the youngest residents and their families in San Bernardino County. One of the most significant investments by First 5 San Bernardino was in the continued building and implementation of a Quality Rating Improvement System (QRIS). Quality Start San Bernardino (QSSB) was fully launched to capacity in FY 2016–2017 with 115 early care and education sites participating. Of those sites, 76 received a quality rating while 39 received quality improvement services to prepare them for a future rating. Forty-seven of the sites rated received a rating of 4 (Quality Plus) or 5 (Highest Quality).

Other highlights were:

- The continued Family and Community Support and Partnerships initiative served 1303 parents to minimize the risk of child maltreatment.
- The Launch of "Footsteps to Brilliance," an interactive mobile "app" designed to encourage and improve reading for young children. Through partnership with other stakeholders, Footsteps to Brilliance has been made available to EVERY child in San Bernardino County at no cost.
- The Launch of "Career Online High School" offering 100 parents of young children the opportunity to complete the requirements to earn a high school diploma online.
- Asthma screening, stabilization, and education provided to 604 children and their caregivers.
- Oral health screenings for 7,464 children and 759 pregnant women, education for their families around optimal oral health practice, and assistance with the establishment of a dental home.
- Successful literacy, water safety, and oral health campaigns.
- A successful "town hall" event for the community and local legislators to discuss early child education and quality childcare.
- Developmental screenings provided to 2,474 children countywide.

San Diego County

First 5 San Diego's KidSTART program was recognized as a Program of Excellence by Jackson Healthcare as part of the 2016 Hospital Charitable Services Awards program. KidSTART is an integrated program within First 5 San Diego and County of San Diego Behavioral Health Services to support children with complex needs. Through this collaboration, the program performs triage, assessment, referrals, and treatment for children with multiple, complex delays and disorders as well as comprehensive behavioral and social-emotional clinical treatment. KidSTART was one of 10 programs recognized nationally for setting new standards for health and wellness in the community through education, access, and delivery.

Prevent Child Abuse America fully accredited First 5 First Steps, the Healthy Families America (HFA) affiliate in San Diego, as an official HFA multi-site system. HFA accreditation marks

a successful milestone for the home visiting program, which has been serving families throughout San Diego County since October 2013 through four regional service networks that provide in-home family support services and a countywide coordinator that provides support to all four regional service providers. This model ensures high quality and cohesive services are offered regardless of what part of the county a family lives in.

First 5 San Diego's Offsite Oral Health Services received a 2017 Achievement Award from the National Association of Counties. The program provides preventive and restorative oral health services to an underserved child population, ages birth to 5, utilizing location-based portable services technology. By providing oral health services and education in a community setting, the program brings services to children who might not otherwise receive care.

San Francisco County

First 5 San Francisco works to ensure all children birth to age 5 will thrive in supportive, nurturing, and loving families and communities by advancing systems of support for quality early childhood education, family well-being, and early intervention. Each of these systems reached new and important milestones.

With kindergarten enrollment topping 90 percent, First 5 San Francisco is placing a heightened emphasis on quality early childhood education by investing in the Quality Connections Quality Rating and Improvement System. Participation in Quality Connections has reached an all-time high of 218 sites serving 8,112 children. Over 1,800 providers received Quality Connections professional development, which helped to increase ratings for 83 percent of child care centers and 93 percent of family child care homes.

San Francisco's network of 26 Family Resource Centers secured renewed, five-year funding from First 5 San Francisco and three other departments, totaling nearly $14 million annually and further ensuring the initiative's longevity. Results from core services reaching over 12,000 parents and children are notable. Surveys completed at the beginning and end of parent education classes showed improvements for 75 percent of parents who were initially above the risk threshold. Among families scoring in-crisis/at-risk at the start of case management, 85 percent had made progress in targeted areas of well-being by year-end assessment; 72 percent had moved up to stable/self-sufficient.

San Francisco's *Help Me Grow* Initiative continued to expand early intervention services. In 2016, 924 parents were provided information, and referral and/or care coordination in response to concerns about their child's development; 95 percent received the support they needed from the call-center or were successfully connected to a service.

San Joaquin County

First 5 San Joaquin (F5SJ) has several key projects that focus on improving services across systems and addressing the gaps in, and barriers to, service access. The following describes some project activities:

- The Lucile Packard Foundation for Children's Health (LPFCH) funded the California Community Care Coordination Collaborative (5Cs) in San Joaquin County (SJC) in 2015 for an 18-month project. The SJC 5Cs addresses care coordination needs for the families of children with special health care needs (CSHCN). The SJC 5Cs Collaborative noted multiple requests for care coordination support caused by a need for specialty health care requiring travel outside of SJC, as there is no tertiary level hospital in SJC. In 2016, 5C's members engaged in committee work with the San Joaquin Council of Governments and the San Joaquin Regional Transit District. As a result, designated funding and planning for a public transportation system to provide non-emergency medical transportation for families of CSHCN to out-of-county medical centers has been established.

In collaboration with the San Joaquin County Human Services Agency—California Work Opportunity and Responsibility to Kids (CalWORKs) Division, F5SJ implemented the CalWORKs Helping to Enhance Parent's Potential (CalHEPP) program. CalHEPP is funded entirely through CalWORKs Family Stabilization Funds. CalHEPP assists CalWORKs families with children ages 0 to 5 to strengthen job search and job readiness skills, improve health and nutrition, enhance early literacy skills, and improve financial management. In the first year of implementation, CalHEPP participants reported an increase in job readiness/self-sufficiency skills, increase in reading with their children and the number of books in the home, as well as an increase in knowledge and access to additional community services. High-risk children received early detection and intervention services that were identified through the Ages and Stage Questionnaire. This targeted program aligns with the F5SJ Strategic Plan 2015-2018 Goal Area "To Enhance Partnership and Community Support" and enables F5SJ to reach families that are of the highest need in SJC.

San Luis Obispo County

This year launched a new four-year strategic plan at First 5 San Luis Obispo County (F5SLO), with investments and advocacy in four Priority Areas: Perinatal Readiness, Child Health and Development, Early Learning, and Family Strengthening.

- A variety of local F5SLO-funded programs provided critical supports for more than 17,000 children, family members, and providers in preschools, clinics, family resource centers, and homes throughout the county.
- *Talk. Read. Sing.*® continued to inspire the community through ongoing state level media messaging and with the First 5 Express Traveling Talk. Read. Sing.® Exhibit coupled with a complementary local campaign, including "Let's Talk About Food" grocery cart ads, movie ads, and thematic infusion into provider trainings; Women, Infants, and Children appointments; and parenting education classes.

- 2017 marked a new chapter in F5SLO County's celebratory tradition honoring local "Hands-on Heroes" who dedicate themselves to improving the lives of children, this year linking the program directly with the Children's Bill of Rights for San Luis Obispo County and broadening the reach of these two signature programs. Each monthly Hero embodied the essence of one of the Rights statements, and was featured in a multi-platform media campaign that included monthly print and video profiles plus social media.
- F5SLO mobilized community conversations and advocacy in two issue areas critical to young children's health and well-being. This Commission is one of the first in California to issue a Statement on the Impact of Climate Change on Young Children. Business and policy leaders teamed up with First 5 to begin crafting an outreach agenda on the subject of family-friendly workplaces.
- The events of 2016–17 that have contributed to an air of uncertainty and division across the nation have been met by F5SLO and local partners with a commitment to fostering communities of shared respect and care for all of our children. In this spirit, F5SLO County offered a workshop series called "Caring for Immigrant Families in Turbulent Times," and coordinated local participation in a national Multicultural Children's Book Day.
- A multi-agency planning dialogue began this year that has generated widespread enthusiasm for the launch of *Help Me Grow* in San Luis Obispo County.

San Mateo County

First 5 San Mateo County (F5SMC) promotes positive outcomes for young children and their families through strategic investments, community leadership, and effective partnerships. F5SMC maintained its multifaceted investments in programs supporting all aspects of a child's early years, including Early Learning, Child Health and Development, Family Engagement, and Policy, Advocacy, and Communications. Supported by $6.3 million in community investments, funded partners provided over 14,453 services to children, parents, and providers, and distributed 2,934 *Kits for New Parents*.

Highlights of the year included:

- F5SMC's ongoing partnership with the Human Services Agency, County Office of Education, and Silicon Valley Community Foundation supporting a comprehensive look the role that a shortage of facilities plays in the county's child care gap. F5SMC has funded an Early Learning Facilities Task Force to explore policy approaches, propose funding mechanisms to support facilities, and build relationships across sectors that facilitate a common understanding and sense of purpose around this issue. This year, the fiscal forecasting and analysis aspect of the project was completed. Not including the price of land, costs for creating one child care space ranged from $25,000 (for portables) to $53,800 (for repurposing existing commercial space), with an average cost per space of $40,717. This is comparable to the cost of creating a new parking space in Silicon Valley and San Francisco, which runs anywhere from $25,000 to $48,000. With a shortage of over 10,000 spaces as of 2015, this cost estimate suggests that it would take over $400 million to meet the current need for child care in San Mateo County.
- Implementation of "Friday Cafés:" These monthly professional development events for service providers working in family support and engagement emphasize the principles of authentic family engagement. They incorporate invited speakers, small group activities, networking, and self-care. Because family support service providers work in a sector that is frequently less systematized than those of health or early learning, they may lack formal professional developmental opportunities and local peer support networks. The Friday Cafés are an important step toward meeting this critical need.
- Continued expansion of the Quality Rating and Improvement System: By the end of this fiscal year, approximately 10 percent of the early learning programs in San Mateo County had enrolled in IMPACT and been rated. Of rated programs, 10 percent received a 5; 47 percent received a 4; 28 percent received a 3; and 15 percent received a 2.
- Establishing the only center-based parent-participation early learning program for toddlers in the South Coast region: This area of the county is home to a population of Spanish-speaking agricultural workers who are often linguistically and geographically isolated. This year, F5SMC funded two agencies to start a parent participation program for toddlers. Family Connections, an F5SMC grantee that runs a similar program in an urban area, provided training and technical assistance to Puente de la Costa Sur, a family resource center in the South Coast. The new program is called Sueños Unidos, and provides full-time care for toddlers as well as resource and referral services, parent workshops, support groups, and family social activities.

Santa Barbara County

First 5 Santa Barbara County (F5SBC) devotes its funding and organizational capacity in the following two primary areas: 1) Family Support; and 2) Early Care and Education. This past fiscal year within Early Care and Education, F5SBC achieved several noteworthy results in improving the quality of child care setting for children:

- In FY 2016-17, 144 sites participated in the Santa Barbara County Quality Rating and Improvement System (QRIS), which included 95 childcare centers and 49 family childcare homes. Baseline and post-assessment information was available for 92 of the participating centers and 29 of the participating family childcare homes. For both

centers and family childcare homes, there was a statistically significant improvement in the overall quality of the program over time (i.e., from baseline to latest post-assessment), $t(91) = -26.89$, $p < .001$ for centers and $t(28) = -19.48$, $p < .001$ for family childcare homes.

Within Family Strengthening, the following was achieved:

- Family Support (FS) partners monitored the growth of case managed families across several important family functioning domains using the evidence-informed Family Development Matrix (FDM). Parents who had at least two assessments (i.e., an intake and a first follow-up) on the FDM (n = 123) showed statistically significant improvements in the four major areas of access to services, parenting, basic needs, and emotional health. In particular, families significantly improved their functioning on the following FDM indicators that form the basis of some of the four major areas: knowledge of community resources, health services, parenting skills, employment, childcare, support system, emotional well-being/sense of life value, budgeting, and clothing.
- Family Support programs made a total of 2,839 referrals for children and families for additional support and services. The majority of referrals (86 percent) addressed the area of concrete support, which covers referrals concerning basic needs, childcare, education, job training, financial assistance, or health and wellness. At follow-up, the vast majority of the referrals made were successful (77 percent) or services were still in progress (10 percent).

Santa Clara County

Universal Developmental Screening and KidConnections/*Help Me Grow* System Overview

In January 2013, Santa Clara County Supervisor Ken Yeager identified the need for universal and more frequent developmental screenings for young children during their well-child pediatric visits. Supervisor Yeager asked that pediatric health clinics perform routine developmental screenings for all children according to the American Academy of Pediatrics' guidelines. Once children are identified through a standardized developmental and behavioral health screening tool (i.e., Ages and Stages Questionnaires-3rd Edition and Ages and Stages Questionnaires: Social-Emotional-2nd Edition) with a potential developmental and/or behavioral health concern, they and their families are connected to the KidConnections(KCN)/*Help Me Grow* System of Care for follow-up services.

The KidConnections/*Help Me Grow* system is a comprehensive system of care for children under the age of six and their families, including a centralized call center and robust workforce development and evaluation system. The aim is to provide high quality, specialized developmental and behavioral health screening, assessment, and early intervention services (that are culturally and linguistically responsive) for young children and their families within a network of established community-based organizations that is sustained through leveraging of Medi-Cal's Early Periodic Screening, Diagnosis, and Treatment Program revenue and blended funding provided jointly by Behavioral Health Services Department and First 5 Santa Clara.

The following are evaluation highlights:

- Universal Developmental Screening is taking hold.
  - Valley Medical Center has committed to sustaining developmental screening efforts by hiring licensed vocational nurses to make certain all county-funded pediatric health clinics have the capacity to ensure routine developmental screening.
  - FIRST 5 and its partners conducted 13,003 developmental and behavioral health screenings.
  - 40 percent of the 1,767 children served in KCNs were referred from pediatric health settings.
- **KCN is reaching a high-risk population.**
  - Of the 1,767 children served, 71 percent of children in KCNs are from the highest risk zip codes in Santa Clara County.
  - 56 percent of parents/caregivers report making $30,000 or less a year, and 40 percent report being unemployed.
- KCN services are having a positive impact on the lives of young children and their families.
  - Parents/caregivers improved their parenting skills.
  - Parent/caregiver-reported child behavior issues improved.
  - Children improved their ability to cope with trauma.
- KCN providers are connecting families to needed resources.
  - 1,730 referrals were made to community resources and services, such as, but not limited to, FIRST 5 Family Resource Centers, school districts, Early Start, and San Andreas Regional Center.

Santa Cruz County

VisionFirst Program—First 5 Santa Cruz County is helping preschool children get critical early vision screenings. Following the completion of a successful pilot program in summer 2015, VisionFirst has now been integrated into the First 5 Santa Cruz Reading Corps program, as well as select early care and education settings throughout the county, which has increased the program's reach. VisionFirst provides children as young as six months with a simple and efficient vision screening using the Spot Vision Camera that quickly detects common vision problems. Parents of children found to have possible vision issues are assisted in getting a full vision exam for their child with a local optometrist. Of the 988 children screened, 176 (18 percent) had possible vision problems identified, and to date, 126 of those children have received a full vision exam. Of these children, 109 (87 percent) have been prescribed eye glasses or are being monitored.

Baby Gateway Program—First 5 Santa Cruz County is connecting newborns to medical care. The goals of First 5's Baby Gateway Program are

to visit mothers who have given birth in local hospitals and provide health insurance enrollment assistance, First 5's Kit for New Parents, and information on using primary care appropriately. This program reached 91 percent of all mothers while in the hospital. Baby Gateway also assisted 96 percent of all mothers who had Medi-Cal births to complete a Medi-Cal application for their newborns, and 93 percent of these mothers identified a preferred primary care provider or clinic for their child before discharge from the hospital. This program also may be having an effect on the use of the Emergency Department (ED) for very young infants, and particularly those who are covered by Medi-Cal. Since the launch of this program, the number of infants (under age one) on Medi-Cal who visited the ED at one hospital has dropped 38 percent.

Shasta County

First 5 Shasta's investment in early childhood is guided by its strategic framework and five Pathway Goals, which include Healthy, Well-Timed Births; Health and Development on Track; Supported and Supportive Families, High-Quality Childcare and Early Education, and Continuity in Early Childhood Experiences. Highlights of activities included:

- Increasing community awareness of Adverse Childhood Experiences (ACEs) by holding a successful town hall focused on ACEs and continued work with Strengthening Families Collaborative and community partners around ACEs education, prevention, and intervention throughout the county. This is accomplished with trainers going into the community, media spots addressing ACEs, and support of programs addressing the impacts of trauma.
- Support for the redevelopment of the Kids Kingdom at Enterprise Park by replacing a play area in significant disrepair with an inclusively-designed playground to meet the needs of all Shasta County children, including those with disabilities.
- Assessment of over 1,300 Shasta County kindergarteners with the Kindergarten Readiness Snapshot, an App that provides teachers with an easy-to-use assessment tool in the domains of literacy and numeracy skills, as well as social-emotional and physical development.
- Funding community education activities, including Community Baby Showers, which provide a fun and educational baby shower experience for pregnant women and their support partners; information on healthy pregnancy, safe sleep, and maternal mental health along with hospital tours; and opportunities to connect with further resources.
- Supporting the Healthy Babies Program, which provides mental health services for pregnant women and mothers of children ages 0 to 2 experiencing depression or anxiety during the postpartum period. Mothers who otherwise wouldn't be able to access services are able to receive counseling for maternal mood and anxiety disorders that, left untreated, could impact the health and development of their children.
- Coordination of 40 parent-child events and community activities for children ages 0 to 5 during the annual Week of the Young Child (WOYC). A total of 2,737 children ages 0 to 5 attended WOYC events.
- Distribution of over 23,000 children's books through a wide range of community partners and at a variety of community events.

Sierra County

The vision of First 5 Sierra is to ensure a continuum of appropriate and integrated health, education, and recreational support services for a balanced and sustainable Sierra County community. First 5 Sierra focuses investments on accessible, high-quality early learning opportunities for families, family support programs, maternal health, dental health screenings, child safety, and family literacy. First 5 Sierra's strongest and most successful program supports families through preschool tuition subsidies. Sierra County experienced the highest rate of preschool attendance, with 94 percent of students having attended high-quality preschool prior to entering kindergarten. Kindergarten readiness assessments validated the level of academic skills students develop through the preschool experience. Many of the children who attend local preschools come from families who would not be able to send their children to preschool without tuition assistance. The 94 percent preschool attendance rate is one of First 5 Sierra's greatest accomplishments in providing all of Sierra County's youngest children with early educational opportunities. First 5 Sierra continued to provide preschools with curriculum enrichment programs designed to serve multiple functions—the music program is taught by a behavior specialist who consults with parents and teachers, the Strider Bike program combines science and math activities with developing healthy exercise habits, the gymnastics program teaches students movements that support early literacy development. First 5 Sierra's Provider Network program continued its successful collaboration with Sonoma State University's Professor deKorsak and provided 15 hours of professional development trainings held locally and well- attended by providers. First 5 Sierra's investment in the High Sierra Family Resource Center supported the development of Nurturing Parenting programs offered locally and one-on-one for families in remote areas of the county with no transportation. New parents were supported through provision of prenatal vitamins and distribution of the *Kit for New Parents.* Many children received oral health screenings and fluoride varnish treatments at the annual Dental Health Fair.

First 5 Siskiyou

First 5 Siskiyou's primary focus remains on building systems to advance community-based programs and resources that strengthen families and enhance capacity, skills, and knowledge for those that work with them. Their goal is to build public will and sustainable investments to help parents raise children who thrive. Commitment toward innovation and collective impact continue to be critical cornerstones of its success. Through civic engagement, networking, collaboration, high-quality standards, and accountability, they have leveraged nearly 100 percent in additional funds. Furthermore, they collaborated with Ford Family Foundation to host community meetings and coordinate interviews for a County Snapshot. The findings from this process has and will help them target their strategic efforts. Their Snapshot of assets and resources includes recognized leadership; planning and coordination; local service capacity, including community-based Family Resource Centers (FRCs); policy and influence including understanding of the policy landscape; advocacy partners; and business champion for kids. Often, First 5 Siskiyou is the backbone of the early childhood family support systems. Highlights of First 5 Siskiyou investments include:

- Partnerships with nearly all school districts to implement first countywide standardized kindergarten readiness assessments in nearly 20 kindergarten classrooms in fall 2017.
- FRCs, located in communities throughout the county, offer essential services and support to families with children birth to age 5 and beyond. The centers provide over 12,000 hours of drop-in services, resources, and referrals.
- Siskiyou Reads! Family Literacy Initiative: Over 80 special reading events were held in one day for the Tenth Annual Read Across Siskiyou to promote daily reading, talking, playing, and singing with children. In January 2017, in partnership with Delta Kappa Gamma and Yreka Community Resource Center, they became Dolly Parton's Imagination Library Partner. Over 600 children now receive monthly books delivered to their home.
- Parenting Education System: First 5 provided support and coordination for a multi-agency collaborative to offer over 250 evidence-based parenting education and classes.
- *Help Me Grow* Systems: Local system under way to increase resources for education, vision, dental, and hearing screenings, and case management for children in need of treatment.
- Siskiyou Professional Development Partnership: Worked with partners to offer multiple no-cost trainings in the county.
- Systems Change Efforts: The partnership with First 5 California on IMPACT and Small Population County Funding Augmentation programs have provided the means to leverage other resources and influence advocacy for sustainable systems.

Solano County

First 5 Solano County implemented the first year of its Systems Change Action Plan with the goals of strengthening, expanding, integrating, and sustaining early childhood systems.

Highlights of activities in the first year include:

- Conducted outreach to Bay Area funders and supported nine funding requests for over $3 million. Four grants were awarded for a total of $1,752,000 to support children and families in the community.
  - Grants included $40,000 from Zellerbach Family Foundation to fund a cohort of Solano nonprofits to attend the University of California Berkeley Extension Fundraising and Volunteer Management Program.
- Partnered to convene a Children and Youth Leadership Council to identify and address systemic barriers to services for children and youth.
- Adopted a First 5 Solano Legislative Platform.

Other highlights included:

- Over 7,300 Solano residents were served by First 5 Solano.
- Enrolled 43 early care and education sites in QRIS.
- Provided 856 children and families case management, including connection to basic needs, financial literacy skills, and parent education. 100 percent of 184 children receiving assessments from a Child Welfare Social Worker remained safely in their home.
- Secured health insurance for 1,027 expectant months and children.
- Screened 326 high-risk children for developmental and social-emotional concerns. Provided 230 children with mental health treatment.
- Provided 392 children a Pre-kindergarten Academy to prepare them to transition to kindergarten.
- Opened a Head Start/Early Head Start center co-located with Solano County Health & Social Services.
- Conducted an evaluation of *Help Me Grow* Solano which has been shared with *Help Me Grow* California and National.

Sonoma County

First 5 Sonoma County engaged in an extensive and participatory strategic planning process. Through this process, the Commission sought to establish a plan for sustaining impact while reducing investments in light of uncertain and diminishing resources.

The Strategic Planning Advisory Workgroup included equal representation from the Commission, funded partners, and community stakeholders. This group engaged in an intensive review of current research literature on child development and return on investment; community needs assessments and inventories of community assets; summary of funding strategies taken by other First 5 Commissions; grantee data and performance summaries prepared jointly by First 5 staff and grantees; and results from a stakeholder survey of over 100 First 5 Sonoma County stakeholders on community needs and how the Commission should prioritize its remaining investments to have the most sustainable impact.

Over a period of six months, the workgroup gave public updates at Commission meetings and shared proposed strategic plan updates and allocation recommendations. A public hearing was held to allow all interested agencies and community members to speak and inform the Commission before a vote was taken on the strategic plan update. The three-year funding guidelines that emerged from this process were as follows:

- Prioritize existing programs and approaches that have shown strong outcomes, are scalable and sustainable, and are foundational to critical systems of care for children ages 0 to 5 and their caregivers.
- Gradually scale down First 5 Sonoma operational costs, while sustaining organizational human capital and institutional knowledge.
- Strengthen the infrastructure and operational practices of local community-based organizations to support their long-term sustainability.
- Intensify advocacy efforts and leverage First 5 Association's advocacy agenda to effect legislative change at the state and federal levels.
- Seek local public and private funding partnerships to align and leverage investments whenever possible.
- Require grantees to match cash and in-kind resources to First 5 funding.
- Support the development of innovative financing mechanisms and initiatives that may generate dedicated revenue for children's service.
- Expand community engagement and communication efforts to increase public awareness of the critical first five years.

New allocations follow these guidelines and include innovative investments that will build the capacity of community-based organizations to advocate, secure funding, and operate collaboratively and efficiently. By building and strengthening systems of care and diversifying the partners investing in young children, the Commission can have a lasting impact on the lives of children and families in Sonoma County.

Stanislaus County

The goal of First 5 Stanislaus County Children and Families Commission is to promote the development and well-being of children ages 0 to 5 through its investments in family support, child safety, health, and early learning.

During this past fiscal year, one of the most significant accomplishments of First 5 Stanislaus was the operation of the family resource centers/ differential response program. With a funding investment of $2,059,357 from First 5 Stanislaus and the Stanislaus Community Services Agency, this program provided intensive family support and child protection services to families when a child maltreatment report was filed. Since the start of the program in 2005, the rate of recurrence of additional maltreatment reports, within six months of the first report, has remained below the rates existing prior to the program's initiation. In two quarters and for the first time ever, the rate of recurrence of additional maltreatment reports within six months of the first report has been below the national goal of 5.4 percent.

Other highlights included:

- Parents of 10,400 children received family support services through countywide Family Resource Centers or other programs.
- Parents of 2,373 children received more intensive services focused on improving child abuse risk factors.
- 418 children experienced improvements in their family environment after being enrolled in respite childcare.
- The families of 1,698 children increased the time spent reading with their children at home after receiving literacy services.
- Families of 6,561 children have increased knowledge and utilization of community resources.
- Proposition 10-funded programs brought in more than $8.7 million from other funding sources during FY 2016–17, increasing the level of services for children ages 0 to 5 and their families. Of that $8.7 million, nearly $5.7 million came from funding sources outside of Stanislaus County.

Sutter County

In the *2016 Hospital Breastfeeding Rates Fact Sheets* published by the California Women, Infants, and Children (WIC) Association and University of California, Davis Human Lactation Center, three counties were ranked the lowest: Sutter and Yuba County came in 48th and Colusa ranked 50th out of 50 counties included. From 2011 to 2015, these rankings had not changed. Despite the low breastfeeding rates in their region, the TriCounties Breastfeeding Alliance (TCBA), which includes Colusa, Sutter, and Yuba counties, and partnering agencies, including Sutter County Children and Families Commission, are hard at work to improve them.

To address these low rates, the TCBA, all three county public health departments, Rideout Health (the only local delivering hospital), Ampla Health, Sutter County WIC Programs and Sutter County Children and Families Commission, partnered together to host a 2-day "Best Practices in Breastfeeding" conference. The TCBA received funding from First 5 Colusa, First 5 Yuba County, and the Sutter County Children and Families Commission to conduct the conference for the three partnering counties.

The goal was to increase local health care provider's knowledge and skills toward advancing breastfeeding as a cultural norm and develop evidence-based practices. It had been six years since an educational forum like this had been offered in the region. A nationwide search led them to secure Dr. Todd Wolynn, a board-certified pediatrician and International Board of Lactation Consultant Examiner (IBLCE) from Pittsburgh, PA, as the event's dynamic and energetic speaker.

Aiming for at least 100 attendees, the partners invited maternal and infant service providers, pediatricians, obstetricians and supporting office staff, hospital and home health nurses, breastfeeding counselors, lactation consultants, and others directly involved in the care of new mothers and infants.

To ensure the conference fit attendees' work schedules, three repeated sessions were offered: morning, afternoon, and at the lunch hour for medical providers. Funding from Sutter County Children and Families Commission and its neighboring First 5 Yuba and Colusa counties enabled the TCBA to provide continuing education credits for RNs, MDs, and IBLCEs at no cost. Rideout Health furnished the use of their conference center in Yuba City free of charge.

The planning committee was ecstatic to surpass their initial goal and registered 121 attendees. The evaluations were very positive. The conference, and especially Dr. Todd Wolynn, brought rekindled interest and determination to implement better breastfeeding care practices in the region. The partners knew this conference was just a start and convened a follow-up meeting in June. Their Collective Impact forum focused on action steps in hospital maternity care practices, community and public health programs and support, lactation training, and advocacy. Other issues needing to be addressed included limited access to breastfeeding support and supplies, and lactation accommodation for all moms. The tri-county partners' efforts are already paying off. As of late August, the local hospital no longer was giving formula-supplied "diaper bags" to new parents. A second conference is already planned in 2018, with nationally known pharmacologist, Dr. Thomas Hale, set to speak. Funding has already been secured from a grant through Sutter County Children and Families Commission. The TCBA will continue to collaborate and track their breastfeeding data so that, down the road, Sutter, Yuba, and Colusa won't come in last again!

Tehama County

First 5 Tehama investments in programs focus resources on ensuring children birth through age 5 are healthy, thriving, and enter school ready to learn. Three funded programs work toward this goal: 1) the School Readiness Program is a multi-faceted array of supports, including "Parents as Teachers" home visits, playgroups, KinderCamp, developmental screenings, and case management implemented in school districts around the county; 2) the Corning Family Resource Center serves low income, primarily Spanish speaking families in Corning; and 3) the Strengthening Families Initiative which includes community education, system integration, and capacity building activities.

One of the most significant accomplishments of First 5 Tehama was its School Readiness Program. With an investment of $316,711 and serving 799 children and 566 adults, this program:

- Conducted over 1780 home visits, 244 case management services, screened 287 children for kindergarten readiness or developmental milestones, and identified 68 three- and four-year-old children in need of preschool and referred them to early learning programs.
- Conducted 155 playgroups and 66 KinderCamp sessions.
- Continued to utilize and help meet the needs of parents and children in the county by providing essential information regarding available support services and referrals to partner agencies.
- Parents using the Parents as Teachers home visiting model and curriculum had positive increases in targeted behaviors.
- Children served in the School Readiness Program are more likely to have access to oral health care and more likely to participate in formal early childhood education programs than children in school districts not served by the program.

First 5 Tehama County continued School Readiness Program expansion efforts due to its strong partnerships and the use of Tehama County Department of Education Local Control and Accountability Plan funding, the First 5 California Small Population County Funding Augmentation, and leveraged AmeriCorps funding by utilizing AmeriCorps members as home visitors.

First 5 Tehama County also spearheads the Early Intervention Partnership, the prevention committee of the Blue Ribbon Commission on Children, which provided a venue for developing integrated support services that promote the best outcomes for children and families. Partner agencies shared best-practices, collaborated through organizational systems, and shared efforts that maximize positive impacts. The efforts include implementing the Strengthening Families Framework, a major component of its action plan. This year's activities included an asset mapping project and the development of a formalized 0 to 5 program referral system with stakeholders ensuring no child or family has a waiting period for early care and education services.

Trinity County

Trinity County is the fourth least-populous county in California encompassing 3,208 square miles of rural terrain in California's Northwest Territory with a population of 13,373 persons at a growth rate of less than three percent over a 15-year period. There are an estimated 650 children under the age of 5 in Trinity County and approximately 20 percent of those children live in poverty with little access to community resources.

The Commission modified the existing five-year strategic plan to address the continued need for evaluation and accountability, as well as to address issues relevant to a remote community and the lack of access to resources. As a result, the Commission approved the release of a Request for Proposals to solicit the assistance of a consultant to provide guidance on program evaluation for next fiscal year.

Trinity County lacks any dental services for children ages 0 to 5, which, with the additional travel time for dental care, becomes prohibitive for most Trinity County families. Highlights include for the second year, an increase in the investment in mobile dental van services to serve children, so that services could be provided to them without leaving the county. This investment allowed 216 children, ages 3 to 6, to receive dental services and referrals. Although this mobile clinic was highly successful, the county will no longer be able to take advantage of the service because of the size and

remoteness of the county; it is too costly for the provider.

Local stakeholders and Commissioners developed a Wellness and Prevention Pilot Project which has engaged key stakeholders that have the need to address local barriers, needs, outcomes, and collaboration of ideas on a regional level so that First 5 Trinity makes the best use of limited resources and staffing capacity.

First 5 Trinity continues to focus on building the capacity within its small community to address the needs of children and families to help them further succeed in school and beyond.

Tulare County

Through its investments, First 5 Tulare County's mission is that it will enhance the early development of Tulare County's children by providing direct services, funding partner organizations, and strengthening an integrated system of care serving children prenatal through age 5 and their families without regard to income. First 5 Tulare County funded 4 school readiness programs. The programs served 1,108 children and 569 parents, and offered 567 hours of professional development opportunities. One of the school readiness sites realized an opportunity for growth via the Desired Results Developmental Profile. Through review of the scores it was found that children needed more opportunities to increase their knowledge in the area of science. The program began with a baseline of 50 percent with an end goal of 60 percent at the "building middle" or "higher range." The program applied for additional funding via First 5 Special Project Grant to secure Science, Technology, Engineering, and Math kits. These kits served to provide engaging opportunities for students to explore, predict, and hypothesize. The teachers benefited from the kits meaningful lesson plan/guides to assistant students with activities. As a system, the district recognized the importance of cross-collaboration with other grade levels. Within Tulare City School District, "early childhood" is under one umbrella (preschool through first grade). This past year, the preschool curriculum specialist and kindergarten teacher collaborated throughout the year to create a continuum of science lessons activities that build on and support one another.

Tuolumne County

Tuolumne County invested $544,333 in grants and programs to support direct services for children, parents, and teachers. Five focus areas were supported:

4. Parent Education and Support for parents at risk of child abuse and neglect
5. Social-Emotional Consultation to preschool teachers and direct help for children struggling in preschool settings
6. Children's Oral Health through education, screening, and fluoride treatments
7. Family Learning and Literacy to promote family stability and early learning
8. Public Health Nurse outreach

In addition, First 5 Tuolumne partnered with First 5 California in IMPACT, supporting early childhood educators with professional development.

Outcomes measured in FY 2016–17 included:

- Parents at high risk for child neglect and abuse improved their parenting skills and knowledge.
- Teachers learned how to support children's social-emotional development in their preschool classrooms, and how to better communicate with parents.
- Fewer young children had cavities or dental disease.
- More children received developmental screening, and their parents learned about appropriate developmental expectations.
- Children with behavioral issues were helped to succeed in their preschool setting.

Linkages between community programs, services, and systems continued to contribute to a more comprehensive approach to serving families.

Ventura County

First 5 Ventura County (F5VC) implemented the first funding year of its new five-year strategic plan that was adopted in June 2015. The plan builds on the significant accomplishments realized for young children and their families in Ventura County and addresses declining resources in future years. For funding years one through three (FY 2016–19), investments in strategies and programs largely remain the same. For years four and five (FY 2019–21), strategic investments will shift toward advocacy and capacity building efforts to support and build the overall early childhood system of services that promote parent engagement, build best practices and quality standards, engage partners in cross-system governance, and increase the alignment of resources for improved outcomes for young children.

F5VC's major initiatives were continued in FY 2016–17. The Neighborhoods for Learning (NfL) initiative, a nationally recognized, community-based service delivery model and the Commission's largest programmatic investment, represents 11 place-based NfL programs, with a total of 25 family resource centers, bringing together early learning, health, and family supports to families in their neighborhoods. Programs funded under countywide strategies continued to play a critical role in the delivery of regional-based family strengthening and health-focused programming. Ventura County's Quality Rating and Improvement System (QRIS) continued to be expanded through blending local funds, First 5 California Improve and Maximize Program so All Children Thrive (IMPACT) and CA QRIS block grants. F5VC also serves as the lead for F5CA's IMPACT Hubs, building capacity for QRIS implementation throughout the region.

The Commission advanced evaluation efforts for Parent and Child Together (PACT) programming with funding from the Center for the Study of Social Policy's national EC-LINC (Early Childhood Learning & Innovation Network for Communities) initiative in collaboration with other EC-LINC partners from Alameda County, Boston, and Orange County. F5VC also participated in other EC-LINC projects for measuring the impact of early childhood systems and parent engagement. F5VC explored

opportunities for resource development to mitigate the substantial decline in funds available for programming by FY 2019-20. A local firm conducted a resource development assessment and provided a series of strategies to the Commission for consideration, including fund raising, corporate sponsorships, leveraging of existing public revenues, and grant writing.

Yolo

The investments and work of First 5 Yolo support the mission to assist the community to raise children who are healthy, safe, and ready to learn. The three-year strategic plan, launched in FY 2015–16, focuses Proposition 10 funds on both supporting and sustaining results-oriented programs and services supporting child health and development, family functioning, and improved systems. Funded program highlights include:

- Successful attainment of the Mental Health Services Act Prevention and Early Intervention funding to match First 5 Yolo funding (beginning FY 2017–18) for the expansion and enhancement of *Help Me Grow* Yolo.
- Early childhood education programs, including Play School Experience targeted for families in need, partnership with IMPACT and quality preschool efforts, preschool enhancement of the arts for high-risk children, an early intervention preschool pilot, and countywide family literacy efforts.
- Child abuse prevention, parent education, and family support programs, including successful re-build of emergency overnight care at the Yolo Crisis Nursery, evidence-based AVANCE pilot in rural areas, and the initiation of Family Hui parent empowerment groups.
- Successful continuation of the nationally accredited Healthy Families America Home Visiting Program, Step-by-Step/Paso-a-Paso in partnership with Yolo County Health and Human Services Agency, to a sustainable and more robust model with blended funding streams, with viable future options for scale up.
- Sustained system improvement in foster care in Yolo County through highly effective Parent Education, Recruitment and Retention Program.

FY 2016–17 was a year of significant work toward advancement to the next phase of action and tactical planning for First 5 Yolo. Personnel reorganization and operational cost savings were implemented to address the decrease in state funding and the conclusion of other grants. The Commission's budget reflects expenditures in alignment with current year revenues, and staff abilities cross a wide range of skills.

First 5 Yolo streamlined reporting and evaluation activities to a Friedman Results-Based Accountability format, and adopted Clear Impact performance measure software for improved reporting and evaluation and increased capacity of funded partners. Together with each funded program, First 5 Yolo refined specific, meaningful performance measures reflective of a defined program purpose, with the goal of using data to continuously improve impact. First 5 Yolo also began Funded Partners Roundtable meetings to encourage system-wide review as well as individual program evaluation.

In the interest of sustaining effective programs and services, First 5 Yolo also directed time and attention to the development of a new approach to convening community leaders and other funding agencies. The inaugural convening of the First 5 Yolo *Champions for Children* Development Advisory, a group of private and public funders interested in collaborative work in support of young children and families, was held in FY 2016–17. This group will inform the new Strategic Plan.

Yuba County

Camptonville Community Partnership offered 1, 2, 3 Grow parent education and child enrichment activities for families in the rural community of Camptonville. The parent education component focused on school readiness topics, including physical, cognitive, and social-emotional development. In addition, all children received health screenings and referral to services as needed.

Parents in the classes completed both a pre- and a post-survey on their knowledge and beliefs of parenting and child development. A greater percentage of parents at exit compared to entry agreed that children learn more doing activities with an adult than just playing alone. They know what children should be able to do at each developmental stage, and children who see or hear domestic violence can have problems later. Nearly all parents said they learned a lot about child development from the classes, including how children learn and grow, how to access community resources, and how to develop the child's school readiness skills.

Comments from parents echoed this example: "My 4-year-old, who has participated in 1, 2, 3 Grow since she was born, graduated from the program this year. She is more than ready to head to kindergarten this fall. As a child whose fall birthday makes her a transitional kindergartner, 1, 2, 3 Grow was so important for our family as a preparation for the next stage of her education. She knows her letters, her numbers, a song for every action, and most importantly, she has the best social skills to continue on to her next classroom of friends and learning opportunities."

From the provider's side, "...success can be summed up in one word—Fathers. Maybe it's the weather, maybe something in the water, but this year fathers are present in the classroom, in the garden, and on the playground in unprecedented numbers. Their patient, loving, mischievous, and skilled contributions are immeasurably valuable and, I believe, will have far-reaching consequences for all the children who just as a matter of course seek their help.

Appendix A: Number of Services and Expenditures by Result Area and Service Type, 2016–17

Result Area and Service Type	Children 0 to 5 Services	Parent Services	Provider Services	Total Adult and Provider Services	Total Number of Services	Percent of Services in Result Area	Total Expenditures for Services	Percent of Services in Result Area	Percent of Total Expenditures
Improved Family Functioning *									
Community Resource and Referral	15,871	166,576	284	166,860	182,731	26%	$6,976,255	5%	
Distribution of *Kit for New Parents*	261	79,464	42	79,506	79,767	11%	$317,572	<1%	
Adult and Family Literacy Programs	118,808	56,245	1,126	57,371	176,179	25%	$3,918,930	3%	
Targeted Intensive Family Support Services	51,379	71,479	1,295	72,774	124,153	18%	$81,675,135	56%	
General Parenting Education and Family Support Programs	41,402	76,902	1,964	78,866	120,268	17%	$41,510,955	28%	
Quality Family Functioning Systems Improvement	18,861	1,723	3,196	4,919	23,780	3%	$11,545,685	8%	
Subtotal	**246,582**	**452,389**	**7,907**	**460,296**	**706,878**	**100%**	**$145,944,532**	**100%**	**40%**
Improved Child Development *									
Preschool Programs for 3- and 4-Year-Olds	20,340	2,401	430	2,831	23,171	9%	$20,595,393	21%	
Infants, Toddlers, and All-Age Early Learning Programs	81,004	19,714	210	19,924	100,928	39%	$20,257,516	20%	
Early Education Provider Programs	824	857	8,800	9,657	10,481	4%	$16,241,617	16%	
Kindergarten Transition Services	12,058	10,851	399	11,250	23,308	9%	$3,889,074	4%	
Quality ECE Investments	61,930	17,629	20,189	37,818	99,748	39%	$38,656,663	39%	
Subtotal	**176,156**	**51,452**	**30,028**	**81,480**	**257,636**	**100%**	**$99,640,263**	**100%**	**28%**
Improved Child Health *									
Nutrition and Fitness	20,005	33,088	1,332	34,420	54,425	7%	$10,102,491	9%	
Health Access	41,533	21,373	387	21,760	63,293	8%	$4,773,577	4%	
Maternal and Child Health Care	23,419	85,101	323	85,424	108,843	14%	$21,732,637	19%	
Oral Health	159,794	71,723	4,277	76,000	235,794	30%	$24,607,913	21%	
Primary and Specialty Medical Services	47,636	21,143	5,843	26,986	74,622	10%	$9,604,356	8%	
Comprehensive Screening and Assessments	128,471	57,994	5,709	63,703	192,174	25%	$18,710,012	16%	
Targeted Intensive Intervention for Identified Special Needs	13,626	4,807	1,378	6,185	19,811	3%	$16,785,791	14%	
Safety Education and Injury Prevention	2,970	5,562	819	6,381	9,351	1%	$1,057,112	1%	
Tobacco Education and Outreach	267	2,961	70	3,031	3,298	<1%	$426,263	1%	
Quality Health Systems Improvement	4	11,094	6,837	17,931	17,935	2%	$7,991,268	7%	
Subtotal	**437,725**	**314,846**	**26,975**	**341,821**	**779,546**	**100%**	**$115,791,420**	**100%**	**32%**
Total	**860,463**	**818,687**	**64,910**	**883,597**	**1,744,060**		**$361,376,215**		**100%**
Improved Systems of Care **									
Policy and Broad Systems-Change Efforts	–	–	–	–	–		**$16,606,704**	**31%**	
Organizational Support	–	–	–	–	–		**$30,032,725**	**55%**	
Public Education and Information	–	–	–	–	–		**$7,821,690**	**14%**	
Total	**–**	**–**	**–**	**–**	**–**		**$54,461,119**	**100%**	
Grand Total	**860,463**	**818,687**	**64,910**	**883,597**	**1,744,060**		**$415,837,334**		

* Counts may include individuals in more than one Result Area or Service Type.

** Improved Systems of Care does not list counts of individuals served because it supports services in the other Result Areas.

Note: Services and expenditures are for 58 county commissions reporting in November and December 2017.

Appendix B: First 5 California Result Areas and Services

Result 1: Improved Family Functioning

Providing parents, families, and communities with relevant, timely and culturally appropriate information, education, services and support.

Services

a. Community Resource and Referral
Programs providing referrals or service information about various community resources, such as medical facilities, counseling programs, family resource centers, and other supports for families with young children. This includes 2-1-1 services or other general helplines and services that are designed as a broad strategy for linking families with community services.

b. Distribution of *Kit for New Parents*
Programs providing and/or augmenting the First 5 California *Kit for New Parents* to new and expectant parents.

c. Adult and Family Literacy Programs
Programs designed to increase the amount of reading that parents do with their children, as well as educate parents about the benefits of reading or looking at books together (e.g., Even Start, Reach Out and Read, Raising a Reader). Family literacy may include adult education programs that provide English as a Second Language and literacy classes, and/or a General Equivalence Diploma.

d. Targeted Intensive Family Support Services
Programs providing intensive and/or clinical services by a paraprofessional and/or professional, as well as one-to-one services in family support settings. Programs are generally evidence-based, and are designed to support at-risk expectant parents and families with young children to increase knowledge and skills related to parenting and improved family functioning (e.g., home visiting, counseling, family therapy, parent-child interaction approaches, and long-term classes or groups). This category also includes comprehensive and/or intensive services to homeless populations.

e. General Parenting Education and Family Support Programs
Programs providing short-term, non-intensive instruction on general parenting topics, and/or support for basic family needs and related case management (e.g., meals, groceries, clothing, emergency funding or household goods acquisition assistance, and temporary or permanent housing acquisition assistance). Fatherhood programs are also included here. In general, these programs are designed to provide less intense and shorter term ("lighter touch") support services and classes for families by non-clinical staff (e.g., Family Resource Centers).

f. Quality Family Functioning Systems Improvement
Family functioning system efforts are designed to support the implementation and integration of services primarily in Result Area 1. This may include use of the Family Strengthening approach, Protective Factors planning or implementation, service outreach, planning and management, inter-agency collaboration, support services to diverse populations, database management and development, technical assistance, and provider capacity building. Provider loan forgiveness programs for which child or provider counts are not measured are included in this category.

Result 2: Improved Child Development

Increasing the quality of and access to early learning and education for young children.

Services

a. Preschool Programs for 3- and 4- Year-Olds
Programs providing preschool services, preschool spaces, and comprehensive preschool initiatives primarily targeting three and four year-olds. Child Signature Programs (CSP) 1 and 3 are included in this category, as well as county programs which mirror the quality and intensity of the CSP.

b. Infants, Toddlers, and All-Age Early Learning Programs
Programmatic investments in early learning programs for infants and toddlers, as well as all-age programs. Examples of all-age programs that may be included here are child related early literacy and Science, Technology, Engineering, and Math (STEM) programs; programs for homeless children; migrant programs; and similar investments.

c. Early Education Provider Programs
Programs providing training and educational services, supports, and funding to improve the quality of care. This includes Comprehensive Approaches to Raising Education Standards (CARES) Plus and workforce development programs.

d. Kindergarten Transition Services
Programs of all types (e.g., classes, home visits, summer bridge programs) that are designed to support the kindergarten transition for children and families.

e. Quality Early Childhood Education Investments
Improvement efforts designed to support the implementation and integration of services primarily in Result Area 2. This may include Race to the Top—Early Learning Challenge and other Quality Rating and Improvement System investments. This category includes early literacy and STEM systems-building projects. This also could include interagency collaboration, facility grants and supply grants to providers, support services to diverse populations, and database management and development. CSP 2 is reported in this category.

Result 3: Improved Child Health

Promoting optimal health through identification, treatment, and elimination of the risks that threaten children's health and lead to development delays and disabilities in young children.

Services

a. Nutrition and Fitness
Programs providing strategies to promote children's healthy development through nutrition and fitness, including programs to teach the facts about healthy weight, basic principles of healthy eating, safe food handling and preparation, and tools to help organizations incorporate physical activity and nutrition. Recognized strategies include "Let's Move" Campaign, MyPyramid for Preschoolers, and sugar-sweetened beverage initiatives.

b. Health Access
Programs designed to increase access to health/dental/vision insurance coverage and connection to services, such as health insurance enrollment and retention assistance, programs that ensure use of a health home, and investments in local "Children's Health Initiative" partnerships. Providers may be participating in Medi-Cal Administrative Activities to generate reimbursements.

c. Maternal and Child Health Care
Programs designed to improve the health and well-being of women to achieve healthy pregnancies and improve their child's life course. Voluntary strategies may include prenatal care/education to promote healthy

pregnancies, breastfeeding assistance to ensure that the experience is positive, screening for maternal depression, and home visiting to promote and monitor the development of children from prenatal to two years of age. Providers may be participating in Medi-Cal Administrative Activities to generate reimbursements.

d. Oral Health
Programs providing an array of services that can include dental screening, assessment, cleaning and preventive care, treatment, fluoride varnish, and parent education on the importance of oral health care. This may include provider training and care coordination of services.

e. Primary and Specialty Medical Services
Programs designed to expand and enhance primary and specialty care in the community to ensure the capacity to serve children. Services include preventive, diagnostic, therapeutic, and specialty medical care provided by licensed health-care professionals/organizations. Services may include immunizations, well child check-ups, care coordination, asthma services, vision services, services for autism/attention-deficit hyperactivity disorder, other neurodevelopmental disorders, and other specialty care.

f. Comprehensive Screening and Assessments
Programs providing screening, assessment, and diagnostic services, including developmental, behavioral, mental health, physical health, body mass index, and vision. Screening may be performed in a medical, education, or community setting. These services determine the nature and extent of a problem and recommend a course of treatment and care. This may include strategies to connect children to services which promote health development, such as *Help Me Grow.*

g. Targeted Intensive Intervention for Identified Special Needs
Programs providing early intervention or intensive services to children with disabilities and other special needs, or at-risk for special needs. May include strategies targeting language and communication skills, social and emotional development, developmental delays, and related parent education. Mental Health Consultations in ECE settings are included in this category. "Special Needs" refers to those children who are between birth and five years of age and meet the definition of "Special Needs."

h. Safety Education and Injury Prevention
Programs disseminating information about child passenger and car safety; safe sleep; fire, water, home (childproofing) safety; and the dangers of shaking babies. Includes education on when and how to dial 9-1-1, domestic violence prevention, and intentional injury prevention. Referrals to community resources that specifically focus on these issues also may be included in this category.

i. Tobacco Education and Outreach
Education on tobacco-related issues and abstinence support for people using tobacco products. Includes providing information on reducing young children's exposure to tobacco smoke.

j. Quality Health Systems Improvement
Efforts designed to support the implementation and integration of services primarily in Result Area 3. This may include service outreach, planning and management (general planning and coordination activities, interagency collaboration, support services to diverse populations, database management and development, technical assistance and support, contracts administration, and oversight activities), and provider capacity building (provider training and support, contractor workshops, educational events, and large community conferences). Provider loan forgiveness programs for which child or provider counts are not measured are included here. Includes Baby Friendly Hospital investments, projects for cross-sector data integration, and designing a community-endorsed developmental screening framework.

Result 4: Improved Systems of Care

Implementing integrated, comprehensive, inclusive, and culturally and linguistically appropriate services to achieve improvements in one of more of the other Result Areas.

Services

a. Policy and Broad Systems—Change Efforts
Investments in broad systems-change efforts, including inter-agency collaboration, work with local and statewide stakeholders, policy development, and related efforts. This category includes county investment and work with The Children's Movement and/or on grassroots advocacy efforts.

b. Organizational Support
Training and support provided to organizations that does not apply to one of the three programmatic Result Areas, but instead has a more general impact. Other examples of organizational support include business planning, grant writing workshops, sustainability workshops, and assistance in planning and promoting large community conferences or forums. Database management and other cross-agency systems evaluation support, and general First 5 program staff time are included in this category.

c. Public Education and Information
Investments in community awareness and educational events on a specific early childhood topic that does not apply to one of the three programmatic Result Areas, or promoting broad awareness of the importance of early childhood development.

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Our Vision

California's children receive the best possible start in life and thrive.

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FY 2018-19 Draft Budget

Board of Commissioners Meeting

May 10, 2018

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Giving kids the best start

Objectives

1. Budget Overview
   a) Context
   b) Components
   c) Summary & Highlights
2. Programmatic Costs
3. Operating Costs
4. Administrative Cost Limit
5. Next Steps

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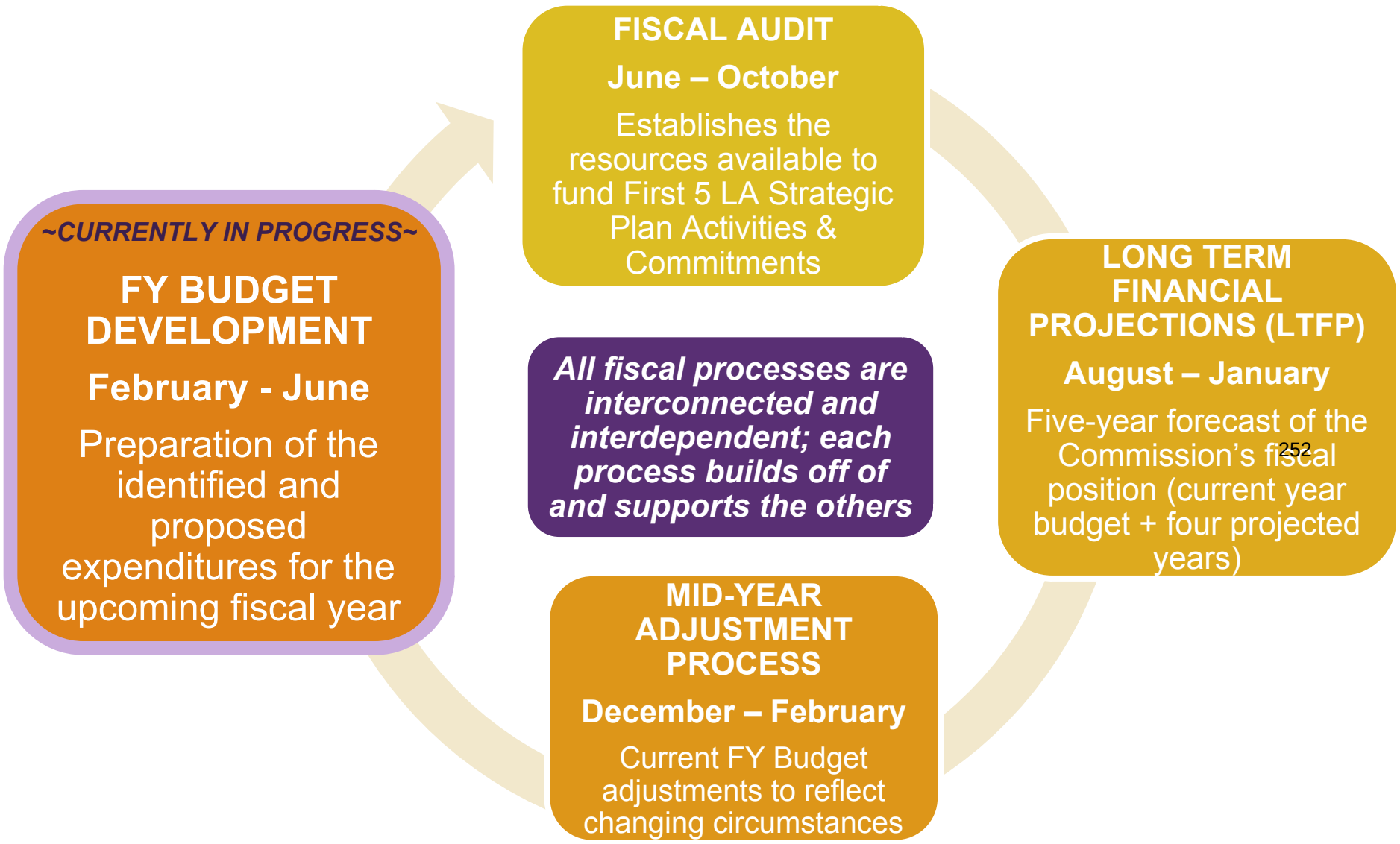
Context - Fiscal Lifecycle & Processes



Context - First 5 LA's Available Resources

Fund Balance

- Funds allocated for a specified purpose and approved by the Commission are referred to as "Committed" (via Resolution):
  1. Upon Board approval of the FY 2018-19 budget, resources will be reclassified from the Assigned fund balance into the "Committed"
  2. Board approved Legacy Investments (Prior to 2015-2020 Strategic Plan)

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- Funds reserved for Commission use consistent with the 2015-2020 Strategic Plan beyond a budget year and accounted through the Long Term Financial Plan are referred to as "Assigned"
- Funds designated for the Operating Budget and Reserve are referred to as "Unassigned"

Context – First 5 LA's Investment Strategies

Investment Guidelines:

- Focus on prevention
- Focus on systems change & policy change
- Seek to have broader impact
- Prioritize the identification and scaling up of evidence-based practices
- Engage partners at the earliest possible stage of activity or investment
- Prioritize investments strengthen families and, whenever possible, improve community capacity

Investment Areas "Where we will invest":

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- Public Policy and Advocacy
- Service Delivery System Improvement
- Provider Training
- Research & Development
- Community Capacity Building
- Communications

Investment Areas and Guideline are outlined in the 2015-2020 Strategic Plan and embedded throughout the budget and the LTFP

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FY 2018-19 Budget Components

Program

2015-2020 Strategic Plan Investments

a. Programs Division: Four Priority Outcome Areas

b. Policy & Strategy Division: Related Investment Area & Support

c. Integration & Learning Division

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Legacy Investments

Operating (Administration Division & Organization Support)

FY 2018-19 Budget Summary

BUDGET CATEGORY	FY 2017-18 Budget Original		FY 2017-18 Budget Revised		Proposed FY 2018-19 Budget		Variance	
Program								
2015-2020 Strategic Plan: Focusing for the Future								
a. Programs Division: Four Priority Outcome Areas	$ 74,617,000		$ 70,712,000		$ 88,418,000		$ 17,706,000	25.0%
b. Policy & Strategy Division: SP Related Investment Areas & Support	10,441,000		9,941,000		10,768,000		$ 827,000	8.3%
c. Integration & Learning Division	6,377,000		5,830,000		5,941,000		$ 111,000	1.9%
Total 2015-2020 Strategic Plan	$ 91,435,000	63%	$ 86,483,000	62%	$ 105,127,000	75%	$ 18,644,000	35.3%
Legacy Investments	31,824,000	22%	31,724,000	23%	11,653,000	8%	(20,071,000)	-63.3%
Total Program	**$ 123,259,000**	**85%**	**$ 118,207,000**	**85%**	**$ 116,780,000**	**84%**	**$ (1,427,000)**	**-1.2%**
Operating (Administration Division)	**21,614,104**	**15%**	**21,614,104**	**15%**	**22,849,688**	**16%**	**1,235,584**	**5.7%**
TOTAL BUDGET	**$ 144,873,104**	**100%**	**$ 139,821,104**	**100%**	**$ 139,629,688**	**100%**	**$ (191,416)**	**-0.1%**

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Giving kids the best start

Highlights

- Overall decrease of $191,416 or 0.1%
- Increase of $18.6 million (35.3%) to support the 2015-2020 Strategic Plan Investments
- Decrease of $20.1 million (63.3%) in Legacy Investments
- Net decrease of $1.4 million (1.2%) in total Programs budget
- Increase of $1.2 million (5.7%) in support of Operating budget

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Program Budget Overview

FY 2018-19 is largely a budget with a stabilized level of resources and some notable changes:

- Roughly 6% of programmatic activities are “new”
- First full year implementing the new Best Start Regional Network structure
- Increase in Health-Related Systems as activities transition from planning and development to implementation

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Programs Division

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

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Programs Division – Four Priority Outcome Areas

Estimated resources required to support the Strategic Plan Priority Outcome Areas

2015-2020 STRATEGIC PLAN OUTCOME AREA	Revised FY 2017-18	Proposed FY 2018-19
Families	$ 29,675,000	$40,845,000
Communities	18,325,000	20,976,000
Early Care & Education (ECE) Systems	21,244,000	22,910,000
Health-Related Systems	1,468,000	3,687,000
Total Strategic Plan Priority Outcome Areas	**$ 70,712,000**	**$88,418,000**

Families and Communities Overview

FAMILIES OUTCOME AREA	Revised FY 2017-18 Budget		Proposed FY 2018-19 Budget	
Strategy 1 - Home Visiting	$ 27,437,000	92%	$ 38,310,000	94%
Strategy 2 - Family Engagement	1,385,000	5%	2,335,000	6%
Emerging Opportunities	853,000	3%	200,000	0%
Total Families Outcome Area	**$ 29,675,000**	**100%**	**$ 40,845,000**	**100%**

COMMUNITIES OUTCOME AREA	Revised FY 2017-18 Budget		Proposed FY 2018-19 Budget	
Strategy 1 - Community Leadership & Collaboration	$ 13,588,000	74%	$ 18,282,000	87%
Strategy 2 - Coordinated Services & Supports	150,000	1%	503,000	2%
Strategy 3 - Built Environment Policy & Advocacy	746,000	4%	1,256,000	6%
Cross-Strategy Investments	3,361,000	18%	685,000	3%
Emerging Opportunities	480,000	3%	250,000	1%
Total Communities Outcome Area	**$ 18,325,000**	**100%**	**$ 20,976,000**	**100%**

ECE and Health-Related Systems Overview

ECE OUTCOME AREA	Revised FY 2017-18 Budget		Proposed FY 2018-19 Budget	
Strategy 1 - Policy/Advocacy	$ 3,630,000	17%	$ 5,245,000	23%
Strategy 2 - QRIS	16,029,000	75%	15,200,000	66%
Strategy 3 - Professional Development	1,485,000	7%	2,065,000	9%
Emerging Opportunities	100,000	0%	400,000	2%
Total ECE Outcome Area	**$21,244,000**	**100%**	**$ 22,910,000**	**100%**

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HEALTH-RELATED SYSTEMS OUTCOME AREA	Revised FY 2017-18 Budget		Proposed FY 2018-19 Budget	
Strategy 1 - Early Identification and Intervention	$ 518,000	35%	$ 2,610,000	71%
Strategy 2 - Trauma-Informed Care	700,000	48%	827,000	22%
Emerging Opportunities	250,000	17%	250,000	7%
Total Health Outcome Area	**$ 1,468,000**	**100%**	**$ 3,687,000**	**100%**

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Policy & Strategy Division

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

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Policy & Strategy Division:
SP Related Investment Areas & Support

Investments to cultivate diverse partnerships, create awareness and urgency among decision-makers, and support advocates for policy change on behalf of children and their families.

Policy & Strategy Division: Strategic Plan Related Investment Area & Support	Revised FY 2017-18 Budget		Proposed FY 2018-19 Budget	
Policy Agenda/Advocacy	$ 2,320,000	23%	$ 3,070,000	29%
Communications	6,344,000	62%	6,371,000	59%
Strategic Partnerships	1,152,000	11%	946,000	9%
Community Engagement and Advocacy	291,000	3%	256,000	2%
Policy & Strategy - Emerging Opportunities	75,000	1%	75,000	1%
County Partnerships	50,000	0%	50,000	0%
Total P&S Division SPRIA Support Costs	**$ 10,232,000**	**100%**	**$ 10,768,000**	**100%**

Integration & Learning Division

The Integration & Learning Division builds, shares and applies First 5 LA's collective knowledge to maximize our effectiveness and impact for children and families.

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Integration & Learning Division

Investment to establish key building blocks of a learning organization. This includes support for ongoing research and evaluation work.

Integration & Learning Division	Revised FY 2017-18 Budget		Proposed FY 2018-19 Budget	
Integration & Learning Division Support	$ -	0%	$ 290,000	5%
Integration & Learning	125,000	2%	206,000	3%
Measurement, Learning & Evaluation	5,655,000	97%	5,345,000	90%
Integration & Learning - Emerging Opportunities	50,000	1%	100,000	2%
Total Integration & Learning Divison	**$ 5,830,000**	**100%**	**$ 5,941,000**	**100%**

Legacy Investments

7 investments, representing ongoing work of the Commission (down from 12 in FY 2017-18)

- Continued shift away from majority of spending on legacy initiatives
- Initiatives continue ramping down during FY 2018-19

Initiatives aligned with the 2015-2020 Strategic Plan:

- Early Identification and Intervention – Autism and Other Developmental Delays, aka First Connections ($884,000)
- Universal Assessment of Newborns ($11 million)

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Initiatives ending in FY 2017-18 include:

- Children's Vision Care ($252,000 decrease)
- Policy Advocacy Fund ($310,000 decrease)
- Workforce Development ($542,000 decrease)

Total proposed FY 2018-19 budget: $11.7 million

Operating Budget (Administrative Division & Organization Support)

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

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  - Professional development estimates, by Department, were revised to align with an agency-wide average equal to 4% of each department's salaries

Administration Division

Together we strive to achieve operational excellence with an integrated customer focus.

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Operating Budget (Administrative Division & Organization Support)

OPERATING COST CATEGORY	FY 2017-18 Budget Original		FY 2017-18 Budget Revised		Proposed FY 2018-19 Budget		Variance	
Personnel Services	$17,041,972	79%	$16,833,272	78%	$18,024,406	79%	$ 1,191,134	7%
General Operating Expenses	1,603,970	7%	$ 1,631,290	8%	1,788,900	8%	$ 157,610	10%
Consultant Services	1,689,700	8%	$ 1,818,800	8%	1,532,300	7%	$ (286,500)	-16%
Professional Services	484,352	2%	$ 555,252	3%	520,552	2%	$ (34,700)	-6%
Travel Expenses	316,710	1%	$ 355,710	2%	422,630	2%	$ 66,920	19%
Professional Development	477,400	2%	$ 419,780	2%	560,900	2%	$ 141,120	34%
Total Operating Costs	**$21,614,104**	**100%**	**$21,614,104**	**100%**	**$22,849,688**	**100%**	**$ 1,235,584**	**5.7%**

Please note: Percentages reflected have been rounded to the nearest whole

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- Total overall cost is largely aligned with FY 2017-18
- Increase is primarily driven by Personnel costs
- Maintained FTE at the FY 2017-18 approved count of 148

Administrative Cost Limit

$13.8 million or 9.86% of the total proposed FY 2018-19 budget

- Broad (Inclusive) Approach:
  - All costs for administrative departments, as well as 100% of salary/benefit costs for Executive Leadership, Directors and Administrative Assistants

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- Increase due to the reduction in program costs and slight uptick in operating costs
- First 5 LA continues to have among the lowest percentage, with rates across all County Commissions ranging from 8-25% of spending

Next Steps

- **May 3, 2018 – Budget & Finance/Executive Committee**
  - Overview and discussion of Draft FY 2018-19 Budget
- **May 10, 2018– Commission Meeting**
  - Informational Item: Written Only – FY 2018-19 Draft Budget
- **May 31, 2018– Program & Planning Committee**
  - Discussion of FY 2018-19 proposed programmatic costs
- **June 14, 2018 – Commission Meeting**
  - Action Item: Final FY 2018-19 Budget presented for Board Approval

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QUESTIONS?

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FY 2018-19 BUDGET:

TRANSMITTAL MEMO

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: May 10, 2018

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2018-19 BUDGET**

Honorable Chair and Members of the Commission:

We are pleased to share with Commissioners a draft budget for fiscal year (FY) 2018-2019. This budget reflects First 5 LA's continued work – in partnership with others - to creatively and thoughtfully strengthen families, communities and systems of services and supports to ensure that all children in our County enter kindergarten ready to succeed in school and life.

The budget of an organization tells a story about that organization's vision, values and priorities. For First 5 LA, the proposed budget FY 2018-19 tells a story about how we are supporting young children and creating a vision for a better, stronger, more equitable future. It's a story about working with parents, community stakeholders, and decision-makers to make young children a priority. It's a story about First 5 LA's efforts to ramp up and sustain investments in family strengthening, to support and foster strong collaborative community efforts around a shared vision for children and families, and to facilitate access to essential early learning and health-related services and supports to achieve and sustain positive outcomes for children. In alignment with our long term financial plan, the proposed budget tells the story of our Board's and staff's commitment to partnership, with resources proposed to enable First 5 LA to work creatively and collaboratively with County agencies and other partners to advance shared systems change goals to benefit young kids.

The proposed budget also reflects an organization that continues to transform to be more strategic, effective and efficient in service of young children and their futures. This proposed budget represents the second budget organized to reflect First 5 LA's new organizational structure and staffing in furtherance of our strategic direction, role and intended impact. First 5 LA is pleased to present the proposed fiscal year 2018-19 Budget for Board review and consideration as a "Written Only" item at the Commission's May 10 meeting.

What follows are a number of observations about key themes and issues associated with the proposed FY 2018-19 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 organized, including division goals,

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strategic priorities for the year ahead, and a few budget highlights, as well as detailed information breaking out 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 both the fiscal realities of our declining revenues and the strategic value of First 5 LA approaching its work differently to achieve our goals for young children. First 5 LA's evolving approach – anchored in partnership and focused on policy and systems change – is reflected in the attached proposed FY 2018-19 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:

- Exciting progress in implementation of the Strategic Plan. Significant progress has been made in executing the Strategic Plan this past year. As we enter the next two years of our current 5-year strategic plan period, the proposed budget recognizes implementation began at different starting points. We are both building on the foundation of First 5 LA's longer-term signature investments, such as Welcome Baby and Best Start, expanding work in its early phases, such as kindergarten readiness assessment efforts, and transitioning from planning to implementation of new work, such as early identification and intervention (Help Me Grow) and the built environment. The varying stages of early development and implementation are reflective of First 5 LA's new strategic direction and approach. Advancing meaningful change in policies and systems and achieving progress towards population-level improvements for all children in LA County is a long-term proposition; it's exciting to see First 5 LA gaining some real momentum in this work.

- 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 through communities, systems and public policies. The proposed FY 2018-19 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 in furtherance of population-level outcomes. This work is complex and multi-faceted; and, it's encouraging to see early signs that we're moving in the right direction. The proposed budget requests funding to support such work, including the next phase of Countywide trauma- and resiliency-informed systems work; the testing of sustainability strategies for home visiting, such as Medicaid Targeted Case Management; and policy and advocacy activities to advance a focused, shared Early Care and Education state budget agenda.

- Partnerships are the heart of our work to change systems for children in LA County; and, partnerships are at the heart of the proposed budget. Partnerships are at the heart of First 5 LA's mission, strategy and tactics. 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. This partnership work is challenging. It requires time and effort to build relationships, engage others, and forge a common agenda in the context of competing needs and demands. And, our experience demonstrates that multiple partnerships are critical to long-term, sustained systems changes. With the resources proposed in the draft budget, First 5 LA has the opportunity to build on extensive

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partnerships and current momentum to advance shared systems change goals to benefit young kids. Examples in the budget include: multiple First 5 LA-LA County partnerships, including continued support for the Department of Social Services CalWORKs home visiting pilot and for work emerging from the Office of Child Protection Prevention Plan; various funder partnerships, such as the funder collaborative to advance a trauma- and resiliency-informed LA County; and cross-sector partnerships, such as reflected in our early screening and intervention initiative (Help Me Grow).

- Value of strategic opportunism: The proposed budget recognizes the importance of being focused and disciplined in our work in support of First 5 LA's four outcome areas. At the same time, systems change work requires that we be responsive to opportunities that arise. The proposed budget for FY 2018-19 strikes a healthy balance between strategic focus on First 5 LA's organizational strategy and nimbleness to respond to opportunities. Towards that end, resources are included in each Division's budget to support emerging opportunities, including efforts emerging from the Board of Supervisors' actions, opportunities to leverage First 5 LA funds, and activities to address unexpected threats to child well-being.

- First 5 LA as an impact-focused learning organization: As we enter the second full year of standing up First 5 LA's new Integration & Learning Division, we will move forward with the learning agendas for Welcome Baby and Best Start, strengthen the foundational elements required for First 5 LA to be a learning organization and finalize the Impact Framework. The Impact Framework will clarify our intended impact, tell the story of how our funding and activities contribute to systems change, track our progress against the Strategic Plan, and inform our strategies. Consistent with the Strategic Plan, the proposed budget 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.

- Sustainability planning and projects. Consistent with the Strategic Plan's direction that First 5 LA make progress in aligning its expenditures to its declining revenues, First 5 LA's programmatic efforts are including a more intentional focus on sustainability and leveraging. In particular, the proposed budget includes resources to support sustainability efforts underway relative to our family-strengthening home visiting investments. In addition, our Policy & Strategy Division will continue its work to build coalitions of support for increased investment in priority areas, such as home visiting and early care and education, and execute a strategy related to alternative revenue generation at the municipal level.

Organization Alignment

The FY 2018-19 Budget represents the second 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. In an effort to limit growth in First 5 LA's operating budget, the proposed budget caps the number of full time equivalent positions at the number authorized in the current year budget (148); vacant positions will be filled and aligned with our new structure and staffing model.

- 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 2018-19, resources are included to support the next iteration of staff training through our Human Resources and Talent Management Department led "First 5 LA University." Training priorities have been identified that are grounded in our commitment to effective execution of the Strategic Plan, to invest in our employees, and to First 5 LA being 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 2018-19, resources are proposed to advance a number of foundational projects. Examples include initial implementation of an organization-wide system to enable staff to capture and easily access data and information that can be used to inform our work and course-corrections. This strategy - known as "knowledge management" - is an example 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 its building, into which First 5 LA 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. Per the FY 2017-18 Budget process, during which the Board established a Capital Improvement Fund (CIF), funded by unspent prior year operating budgets, staff is preparing a Capital Improvement Plan (CIP) to draw upon those funds. 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 plan 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. Staff will bring the CIP to the Board for consideration and action outside the annual budget process this summer.

- 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 9.84% 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 proposed budget for FY 2018-19 includes a total budget request of $139,629,688 as presented in the table below.

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BUDGET CATEGORY	FY 2017-18 Budget Original		FY 2017-18 Budget Revised		Proposed FY 2018-19 Budget		Variance	
Program								
2015-2020 Strategic Plan: Focusing for the Future								
a. Strategic Plan Priority Outcome Areas	$ 74,617,000		70,712,000		$ 88,418,000		$ 17,706,000	25.0%
b. Strategic Plan Policy & Strategy Support	10,441,000		9,941,000		10,768,000		$ 827,000	8.3%
c. Integration & Learning	6,377,000		5,830,000		5,941,000		111,000	1.9%
Total 2015-2020 Strategic Plan	$ 91,435,000	63%	$ 86,483,000	63%	$ 105,127,000	75%	$ 18,644,000	35.3%
Legacy Investments	31,824,000	22%	31,724,000	22%	11,653,000	8%	(20,071,000)	-63.3%
Total Program	$ 123,259,000	85%	$ 118,207,000	85%	$ 116,780,000	84%	$ (1,427,000)	-1.2%
Operating	21,614,104	15%	21,614,104	15%	22,849,688	16%	1,235,584	5.7%
TOTAL BUDGET	**$ 144,873,104**	**100%**	**$ 139,821,104**	**100%**	**$ 139,629,688**	**100%**	**$ (191,416)**	**-0.1%**

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

2. The operating budget includes $9.1 million, or 40%, in support of programs and $13.8 million, or 60%, in support of organization-wide administrative functions, the latter being the annual Administrative Cost Limit. See Attachment B - Administrative Limit Calculation for additional detail.

Finally, I'd like to close with a shout out to Finance Department Director Raoul Ortega and his team for guiding and leading this organization-wide process in a manner that reflects a strong commitment to First 5 LA's values and goals on behalf of young children and their families.

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ATTACHMENT A:

FY 2018-19 BUDGET – HIGHLIGHTS

ATTACHMENT A:
FY 2018-19 BUDGET – HIGHLIGHTS

The FY 2018-19 Budget represents the fourth fiscal year under this fifth Strategic Plan, approved by the Commission in November 2014, and the second fiscal year reflecting First 5 LA's new organizational approach to structure and staffing, and an alignment of program costs to further reflect realistic expenditures. The relatively steady level of resources proposed in support of the priority outcome areas and activities to achieve the goals detailed in the 2015-2020 Strategic Plan reflects the progress of the work undertaken to define our direction, improve the impact we seek, work within our financial means, and strengthen internal capacity to deliver on our mission. Proposed budget resources will be drawn from the Assigned category of the fund balance; at the time of budget approval, requested resources will shift from the Assigned category to the Committed category.

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 new/emerging strategies. These highlights provide a general overview of the FY 2018-19 Budget and assumptions that inform the requests, as well as a high-level discussion of the resources for Year 4 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 2018-19 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 departments 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.

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Key budget and supporting documents are organized as follows:

Attachment A: FY 2018-19 Budget – Highlights

Attachment B: FY 2018-19 Budget

- FY 2018-19 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

Operating Budget – Summaries & Detail Tables by Department

Program Budget – Detail by Initiative/Program

Attachment E: Integration & Learning Division

Division Summary

Operating Budget – Summaries & Detail Tables by Department

Program Budget – Detail by Initiative/Program

Attachment F: Administration Division

Division Summary

Operating Summaries & Detail Tables by Department

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

For Attachments C – E, operating and program detail are organized by department within the division.

I. BUDGET OVERVIEW

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 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 to make services and supports work better for children and their families. This ongoing directional shift 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:

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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.

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 2018-19 Budget

Consistent with FY 2017-18, the role of the FY 2018-19 Budget is to set the context and 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 realistic 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; however, spending in excess of the Budget Authority will require Commission approval. 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 2017-18. These adjustments resulted in a net decrease to the overall FY 2017-18 Budget of approximately $5.1 million, for a revised fiscal year budget of $139.8 million. The FY 2018-19 Budget closely aligns with the revised estimates proposed in FY 2017-18, which was adjusted based on actual expenditure trends, additional contract/vendor information, and projected need based on the project timeline.

B. OVERALL BUDGET SUMMARY

The total FY 2018-19 Budget is presented in a summary schedule in Attachment B. As shown in the following high-level table, the Budget totals $139.6 million, a decrease of approximately $192,000, or 0.1% compared to the FY 2017-18 revised budget of $139.8 million. Costs are estimated to decrease by 1.2% for programs and increase by 5.7% for internal operations.

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BUDGET CATEGORY	FY 2017-18 Budget Original		FY 2017-18 Budget Revised		Proposed FY 2018-19 Budget		Variance	
Program								
2015-2020 Strategic Plan: Focusing for the Future								
a. Strategic Plan Priority Outcome Areas	$ 74,617,000		70,712,000		$ 88,418,000		$ 17,706,000	25.0%
b. Strategic Plan Policy & Strategy Support	10,441,000		9,941,000		10,768,000		$ 827,000	8.3%
c. Integration & Learning	6,377,000		5,830,000		5,941,000		111,000	1.9%
Total 2015-2020 Strategic Plan	$ 91,435,000	63%	$ 86,483,000	63%	$ 105,127,000	75%	$ 18,644,000	35.3%
Legacy Investments	31,824,000	22%	31,724,000	22%	11,653,000	8%	(20,071,000)	-63.3%
Total Program	$ 123,259,000	85%	$ 118,207,000	85%	$ 116,780,000	84%	$ (1,427,000)	-1.2%
Operating	21,614,104	15%	21,614,104	15%	22,849,688	16%	1,235,584	5.7%
TOTAL BUDGET	**$ 144,873,104**	**100%**	**$ 139,821,104**	**100%**	**$ 139,629,688**	**100%**	**$ (191,416)**	**-0.1%**

The FY 2018-19 Budget reflects an ongoing shift away from Legacy Investments approved as part of previous strategic plans, and an increased emphasis on the strategies and investments prioritized in the 2015-2020 Strategic Plan, including resources to continue expanding our policy and advocacy efforts, strategic communications, 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.

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

The FY 2018-19 Budget reflects further advancement of the 2015-2020 Strategic Plan which includes estimated resources in support of the four priority outcome areas: Families, Communities, Early Care and Education (ECE) Systems, and Health, Mental Health and Substance Abuse (Health) Systems. Costs represent estimated resources to support both ongoing and new work related to the anticipated Year 4 activities of the 2015-2020 Strategic Plan, based on the implementation work done to date.

It is important to note that the development and implementation of the work within the four outcome areas was staggered and therefore proposed costs are indicative of the implementation period. 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 Health-Related Systems outcome area is in the beginning stages of implementation.

Costs reflected below are approximate, reflecting the best thinking to date regarding the potential needs for Year 4 activities. As the scope of tasks for FY 2018-19 is clarified through continued refinement work, additional information to further define the use of funds will be provided through standard operating procedures.

DRAFT

2015-2020 STRATEGIC PLAN OUTCOME AREA	Revised FY 2017-18	Proposed FY 2018-19
Families	$ 29,675,000	$ 40,845,000
Communities	18,325,000	20,976,000
Early Care & Education (ECE) Systems	21,244,000	22,910,000
Health-Related Systems	1,468,000	3,687,000
Total Strategic Plan Priority Outcome Areas	**$ 70,712,000**	**$ 88,418,000**

Families ($40,845,000)

Much of the planned FY 2018-19 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. Additional activities in support of advancing the anchor investment goals are also included as part of the Strategy 1 – Home Visiting FY 2018-19 project costs. Many of these new activities were identified and established toward the latter part of FY 2017-18 through the emerging opportunities funds. Another significant change from prior year is the inclusion of Universal Assessment of Newborn (UAN) Welcome Baby (non-Best Start) resources within Strategy 1 – Home Visiting, formerly reflected under the Legacy category of work, as current Board policy stipulates the provision of home visiting services to both Best Start and non-Best Start families served by hospitals participating in the Welcome Baby (WB) program. In addition, estimated resources are included for 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	Proposed FY 2018-19 Budget	
Strategy 1 - Home Visiting	$ 38,310,000	94%
Strategy 2 - Family Engagement	2,335,000	6%
Emerging Opportunities	200,000	0%
Total Families Outcome Area	**$ 40,845,000**	**100%**

Families Strategy 1 – Home Visiting ($38,310,000)

The 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 Program such as Healthy Families America or Parents as Teachers.

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, that is, non-Best Start families, facing serious challenges in caring for their newborn due to such factors as lack of social supports or limited knowledge on infant care will be linked to supportive services by implementing a universal risk screening at the birth of their child. Additionally, families who reside outside of the Best Start Communities, i.e. non-Best Start families, will be provided with a hospital visit and up to three postpartum home visits, as needed, to offer basic supports and ensure linkages to needed services. In FY 18-19, costs to provide home visiting services to non-Best Start families are incurred through Universal Assessment of Newborns funding source.

FY 2018-19 Welcome Baby and Select Home Visiting programs costs are fairly consistent with the revised FY 2017-18 Budget, indicating a thorough understanding of project resource needs to achieve outcomes.

Additional project costs proposed for FY 2018-19 include support for home visiting expansion through Department of Mental Health (DMH) Prevention and Early Intervention (PEI) funding and Department of Health Services (DHS) and Department of Public Social Services (DPSS) pilots.

STRATEGY/PROGRAM		Proposed FY 2018-19 Budget	
Families Strategy 1 - Home Visiting			
Welcome Baby Hospitals	$	8,572,000	22%
Universal Assessment of Newborns - Welcome Baby Hospitals		10,511,000	27%
Select Home Visiting Programs		13,572,000	35%
Welcome Baby Implementation and Outcomes Evaluation		238,000	1%
Targeted Case Management Implementation Support		200,000	1%
MAMA's Visits Home Visiting Program Training and T.A. Support		334,000	1%
Family Strengthening Oversight Entity		3,577,000	9%
Stronger Families Database		935,000	2%
Home Visiting Sustainability Support in Health Systems		120,000	0%
Home Visiting Sustainability Support in Mental Health Systems		25,000	0%
Home Visiting Compensation and Turnover Analysis		200,000	1%
LAC Perinatal and Early Childhood Home Visiting Consortium		26,000	0%
Total Families Strategy 1	**$**	**38,310,000**	**100%**

Families Strategy 2 – Family Engagement ($2,335,000)

FY 2018-19 work related to Strategy 2 of the Families outcome area includes ongoing work around Abriendo Puertas and Project Dulce program implementation and research, as well as the addition of a Family Engagement Learning Community Support partnership.

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

STRATEGY/PROGRAM		Proposed FY 2018-19 Budget	
Families Strategy 2 - Family Engagement			
Abriendo Puertas	$	1,100,000	47%
Project Dulce		1,215,000	52%
Family Engagement Learning Community Support		20,000	1%
Total Families Strategy 2	**$**	**2,335,000**	**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 prenatal to age 5. The FY 18-19 program plan includes the following activities:

- Convene a Summit with Phase 1 partners to share implementation best practices and challenges
- Provide technical assistance to support Phase 1 partners in scaling and sustaining programming
- Convene Facilitator Training Institutes to train new facilitators for programming in English and Spanish
- Refine implementation and sustainability tools by identifying factors that inform provider capacity processes and needs to deliver a high-quality program
- Cultivate relationships to advance sustainability efforts with an eye toward the future, with new curricular designs and implementation practices for diverse populations, and
- Evaluate provider capacity issues and conduct a landscape analysis of hard-to-reach populations and the service providing entities to understand how to best meet the populations needs

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. 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). The goal for FY 2018-19, is to expand to two additional clinics for a total of five participating DULCE clinics.

Last, resources within Strategy 2 of the Families outcome area will fund the Family Engagement Learning Community Support project – a collaboration with other funders to support the building of the Family Engagement field through shared learning and integration efforts between funders.

Families – Emerging Opportunities ($200,000)

In addition, First 5 LA will continue to explore internal and external emerging opportunities that may arise during FY 2018-19 which are found to align with the strategy and goals. Potential opportunities include resources to support strategies in the improvement and integration of Home Visiting systems, as well as continued efforts around family immigration rights and engagement. A total of $200,000 has been identified for use in FY 2018-19.

For further information and detail on the budget amounts and activities anticipated to occur in the Families outcome area during FY 2018-19 please refer to Attachment C.

Communities ($20,976,000)

The Strategic Plan emphasizes the ongoing commitment to the community partnership investments and highlights the critical nature of community environments to the advancement of the Protective Factors. A majority of the planned FY 2018-19 costs within the Communities outcome area is driven by the first full year of the new Best Start Regional and Local Networks structure (regional with local customization) for Best Start community partnerships, endorsed by the First 5 LA Board of Commissioners in May 2017. Estimated resources for the Regional Networks and other place-based activities are included as follows:

COMMUNITIES OUTCOME AREA		**Proposed FY 2018-19 Budget**	
Strategy 1 - Community Leadership & Collaboration	$	18,282,000	87%
Strategy 2 - Coordinated Services & Supports		503,000	2%
Strategy 3 - Built Environment Policy & Advocacy		1,256,000	6%
Cross-Strategy Investments		685,000	3%
Emerging Opportunities		250,000	1%
Total Communities Outcome Area	**$**	**20,976,000**	**100%**

Communities Strategy 1 – Community Leadership & Collaboration ($18,282,000)

This anchor investment includes costs related to the new Best Start community partnership structure for the five Regional Networks ($15,460,000), Neighborhood Action Councils ($2,250,000) and the Center for the Study of Social Policy (CSSP) ($105,000).

Costs associated with the new Regional Network structure are included within Strategy 1 – Community Leadership & Collaboration and were approved for a total sum not to exceed $15.5 million annually. The five Regional Network grants were approved at the April 12, 2018 Board of Commissioner's meeting and are included in the FY 2018-19 Budget for a total of $15,460,000. The grantees represent a network of partners that will work together to fulfill regional and local level roles that support the operations and work of the community partnerships. Additional resources are included to support the transition implementation process. This transition will incorporate trauma and resiliency informed systems change. It will also serve as an opportunity to integrate all three Community outcome area strategies to improve work streams and coordination in a collective effort to achieve the necessary milestones for year 1 of the new structure. These investments are intended

to be longer-term to achieve results at the family and community levels that promote optimal child development.

In addition, Strategy 1 also includes the continuation of the strategic partnership with South Bay Community Counseling (SBCC) Thrive LA, also referred to as the Neighborhood Action Councils, to support 76 Neighborhood Action Councils and 215 Community Connection Groups, involving approximately 3,200 parents/residents for a total of $2,250,000. Three-months of resources are also included to transition the Center for the Study of Social Policy (CSSP) out as the lead capacity building support provider for the Best Start partnerships.

Communities Strategy 2 – Coordinated Services & Supports ($503,000)

With the establishment of the new Best Start structure, capacity building will support the organizational members of the partnerships. Resources will support Regional and Local Networks to deepen understanding of the network building and policy and systems change orientation to the work as well as to facilitate the integration of the countywide trauma and resiliency informed systems change framework to support the implementation of the new Best Start Structure. Additionally, funds will be used to support capacity building opportunities for other non-formally contracted organizational members of the Best Start community partnerships.

Communities Strategy 3 – Built Environment Policy & Advocacy ($1,256,000)

Major cost drivers in FY 2018-19 will support three primary areas: 1) support to build the capacity of community-based organizations and advocates to work with communities and advocate for healthy places and spaces for children and families; 2) build the capacity of municipalities to engage community residents and stakeholders in the development and implementation of comprehensive plans that position them to compete for and leverage impending Measure A park and opens space funding in 2019, 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.

Communities – Cross-Strategy Investments ($685,000)

Resources for FY 2018-19 will fund the Capacity Building Consortium to support peer learning and reflection among grantees across the Communities outcome area. Funds will also support new staff roles as convener, connector and catalyst through local, regional and countywide convenings such as the Transportation Forum, Topic Interest Groups and Best Start Leadership summits.

Communities – Emerging Opportunities ($250,000)

First 5 LA will continue to explore internal and external emerging opportunities that may arise during FY 2018-19 which align with the strategy and goals. A total of $250,000 has been identified for use in FY 2018-19 with prospective opportunities identified around immigration rights and education and LA Walks.

For further information and detail on the budget amounts and activities anticipated to occur in the Communities outcome area during FY 2018-19, please refer to Attachment C.

<u>Early Care and Education (ECE) Systems ($22,910,000)</u>

Activities for FY 2018-19 related to the ECE outcome area include 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	Proposed FY 2018-19 Budget	
Strategy 1 - Policy/Advocacy	$ 5,245,000	23%
Strategy 2 - QRIS	15,200,000	66%
Strategy 3 - Professional Development	2,065,000	9%
Emerging Opportunities	400,000	2%
Total ECE Outcome Area	**$ 22,910,000**	**100%**

ECE Strategy 1 – Policy/Advocacy ($5,245,000)

Resources for FY 2018-19 will support the ECE Policy Advocacy Fund ($3,000,000), Kindergarten Readiness Assessment ($1,945,000), and the Educare Policy and Advocacy program ($300,000).

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 2018-19 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 2018-19 resources will also support the continued advancement of work with school districts across LA County to promote the collection and use of Kindergarten Readiness Assessment (KRA) data through the use of the Early Development Instrument (EDI) that can help inform and drive ECE policy, fiscal and systems change. In FY 18-19, First 5 LA will continue to support the seven existing KRA communities and will expand, with the proposed addition of five new communities. First 5 LA is also continuing the partnership with UCLA to provide EDI data collection technical assistance to the participating KRA communities. The technical assistance component is also expanding to include a partnership with UNITE-LA as a steward for early childhood in the exploration and development of opportunities to expand the use of EDI across LA County and to advocate for resources and policy and systems change at the county, state and federal levels.

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 at Long Beach presents an opportunity for First 5 LA to advance public policy and advocacy by utilizing data that demonstrates high-quality early learning education. FY 2018-19 funds will focus on expanding professional development for ECE educators, access to the mental health system, family engagement practices, and local evaluation efforts.

ECE Strategy 2 – QRIS ($15,200,000)

Approximately 89% ($13,501,000) of the FY 2018-19 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. This initiative supports a network of local quality improvement systems to better coordinate, assess and improve the quality of early learning settings. The majority of projected costs in FY 2018-19 will be spent on the implementation of the quality rating and improvement systems (QRIS) in order to meet the IMPACT site targets and match requirement. Activities will focus on assessing and rating the quality of providers, providing quality improvement services, and providing incentives to support the ongoing quality improvement of the sites. In addition, Child360, formerly LAUP, will continue to engage in policy and advocacy activities to promote long-term, sustainable investment in high quality early learning activities, as well as undertake activities related to the development of a highly qualified early care and education workforce.

Additional resources within Strategy 2 will support:

1. The activities of the QRIS Architects to continue the test phase of the single, cohesive QRIS system with a focus on implementing and testing 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. A Strategic Partnership with the Los Angeles County Office of Education (LACOE) that will support the development and administration of the QRIS data system (iPinwheel) for LA County;
3. Ongoing quality coaching support services to providers who had been engaged in existing LA County QRIS efforts through support in ERS, increasing positive adult-child interactions, and providing support for family engagement practices; and
4. 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 (for a prospective total of 5 shared service alliances).

ECE Strategy 3 – Professional Development ($2,065,000)

The aim in FY 2018-19 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 increase access to quality early care and education by strengthening the preparation and professional development system for early childhood educators. 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 third year of this four year project, PEACH will continue to implement an advocacy plan to support the adoption of an ECE Credential, 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 increase access to quality early care and education by strengthening the preparation and professional development system for early care and education providers by providing 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. Year two activities in FY 18-19 will focus on selecting the seven ECE Competencies grantees, providing grantees with training and technical assistance before grantees develop their own action plans and begin to refine/develop training programs for early educators that incorporate the ECE Competencies.

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.

ECE – Emerging Opportunities ($400,000)

Additional resources are included in FY 2018-19 under Emerging Opportunities. These funds are intended to provide flexibility to respond to and implement emerging opportunities that align with the ECE outcome area to help further the Strategic Plan. Prospective projects may include: planning support for the LA County Office of Child Protective Services (OCP) and for the Office for the Advancement of ECE (OAECE) as well as support for the Pomona Unified School District (PUSD) to pilot a Pay for Success project which aims at reinvesting cost savings for ECE programs and services. Additional projects could include further Child Care Needs Assessment results analysis.

For additional information and detail on the budget amounts and activities anticipated to occur in the ECE outcome area during FY 2018-19, please refer to Attachment C.

Health-Related Systems ($3,687,000)

Activities for FY 2018-19 related to the Health outcome area are transitioning from the planning and development phase to implementation, and include work to begin implementation of the Help Me Grow model and knowledge and practice of trauma-informed care, as follows:

HEALTH-RELATED SYSTEMS OUTCOME AREA	Proposed FY 2018-19 Budget	
Strategy 1 - Early Identification and Intervention	$ 2,610,000	71%
Strategy 2 - Trauma-Informed Care	827,000	22%
Emerging Opportunities	250,000	7%
Total Health Outcome Area	**$ 3,687,000**	**100%**

Health Strategy 1 – Early Identification and Intervention ($2,610,000)

Through Strategy 1 of the Health outcome area, First 5 LA seeks to improve how health-related systems coordinate and connect to provide timely screening, effective care coordination and appropriate referrals with the goal of improving delivery care for young children at risk of developmental delays and their families by using the Help Me Grow model (HMG). 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 2018-19 resources will focus on supporting LA County Department of Public Health's (LACDPH) transition and on-boarding as the HMG Organizing Entity responsible for both the Centralized Access Point and Data Collection and Analysis components. First 5 LA will be the lead for Community and Family Engagement as well as Health Care Provider outreach. Strategic Partnerships and Requests for Proposals are anticipated to develop in FY 2018-19 in support of the core components. Additionally, First 5 LA will continue to support First Connections, the former Early Identification and Intervention – Autism and Other Developmental Delays project, which was found to align with the Health outcome area through the expiring initiatives process.

Health Strategy 2 – Trauma-Informed Care ($827,000)

In FY 2018-19, First 5 LA will continue to bring together County departments, foundations and key stakeholders on an ongoing basis as part of a Trauma and Resiliency-Informed Systems Change Work Group to use the action plan and environmental scan developed in FY 2016-17 to inform implementation of strategies across Los Angeles County. First 5 LA, in partnership with other funders will contribute to a pooled fund that will cover the costs associated with a third-party fiscal intermediary to support the workgroup and identification of demonstration projects that align with the strategies identified in the county-wide action plan report. In addition, First 5 LA's Health Systems Department and Communities Department are partnering to advance a trauma and resiliency informed approach within First 5 LA's Best Start communities and County agencies.

Health – Emerging Opportunities ($250,000)

In addition to the external county-wide work, First 5 LA will explore internal and external emerging opportunities that may arise during FY 2018-19 that align with the Health-Related strategies and goals. Potential partnership alignment opportunities include the LA County Office of Child Protection and the prospective new LA County Office of Violence Prevention, in support of our trauma-informed care goals.

For further information and detail on the budget amounts and activities anticipated to occur in the Health outcome area during FY 2018-19, please refer to Attachment C.

b. Strategic Plan Policy & Strategy Support

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, community engagement and advocacy and county partnerships.

Policy Agenda/Advocacy ($3,070,000)

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 2018-19 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. The FY 18-19 budget also includes an increase in advocacy activities related to early identification and intervention and family strengthening.

Communications ($6,121,000)

The Communications Department will continue to support the implementation of the 2015-2020 Strategic Plan in advancing First 5 LA's programmatic and policy goals in FY 2018-19. The focus will be on 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 2018-19 Budget includes two components: Communications & Marketing and Conference Funding. The resources for communications and marketing support the general marketing and communications for First 5 LA's projects, efforts and initiatives; marketing funds to support First 5 LA public education campaigns; strategic partnerships to engage decision makers on early care and education; strategic partnerships to engage decision makers on early childhood development; strategic partnership to advance the families outcome area; strategic partnership with the First 5 Association for coordinated communications efforts; research and development of communications and marketing strategies; coordinated communication support of First 5 LA partners and grantees; strategic partnership to elevate awareness of First 5 LA's mission and brand; communications support for the communities department programs and efforts, and promotional and collateral materials to build First 5 LA's brand. All communications and marketing activities are in service of improving implementation of our Strategic Plan outcomes for young children and families.

The Conference Funding provides conference sponsorship funding to applicants in support of knowledge-sharing activities that will advance the field of early childhood development through conferences and events that will increase community and/or professional capacity, disseminate best and promising practices and share new research findings.

Strategic Partnerships ($946,000)

The Strategic Partnership activities support organization-wide efforts to develop and catalyze relationships and partnerships in arenas such as philanthropy and business that contribute to the advancement of First 5 LA's Strategic Plan. FY 2018-19 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-wide teams, existing and emerging funder collaboratives, and cross-sector convening activities will also assist in building the advocate base and leveraging resources in service of the policy and systems change goals stated in our 2015-2020 Strategic Plan.

Community Engagement and Advocacy ($256,000)

This initiative recognizes that parents' and caregivers' experiences provide valuable insight in the direction and development of programs and policies needed to help strengthen families and improve the communities in which they reside. Resources will be utilized to further develop a framework for community parents and caregivers to convene and share their opinions, experiences and expertise to inform First 5 LA's priorities at the community level as well as local civic policies and programs. Funding will also provide flexibility and an opportunity to explore an expanded parent engagement program that advances parent and caregiver leaders advocacy skillset to increase their presence and visibility with local elected officials and district offices.

See Attachment D, for more information on the budget amounts and activities anticipated by the Policy & Strategy Division in FY 2018-19.

County Partnerships ($50,000)

The County Partnership Fund will help support developing opportunities with County entities, 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 prenatal to age 5 and their families. See Attachment G, for more information on this County Partnerships Fund.

c. Integration & Learning

First 5 LA is anticipating expenditures of approximately $5,941,000 to support the ongoing transformation of the organization to one that is deeply rooted in accountability, learning and knowledge dissemination. 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. In addition, the Impact Framework will provide First 5 LA with greater insight and clarity in

our systems change efforts through the development and implementation of an interactive tool that measures our impact in systems outcomes, our progress in support of the mission, and our contribution to the children and families in LA County.

Program Evaluation ($3,320,000)

Of the nearly $6 million proposed to advance learning and evaluation, 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 initiatives, such as Best Start and Welcome Baby.

See Attachment E, for more information on the budget amounts and activities anticipated by the Integration & Learning Division in FY 2018-19.

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 17-18 was the final year funding several investments, while other investments have ramped down significantly from the previous year toward an expected end in FY 2018-19.

Black Infant Health ($1,863,000)
The Black Infant Health (BIH) project 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 the highest rates (more than three quarters) of African-American births occur in Los Angeles County. 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 18-19 marks the fifth and final year of this program.

Children's Dental Care ($372,000)

The Children's Dental Care initiative represents a 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. Two of the three grantees completed all program objectives in FY 2017-18. One grantee was granted additional time to meet all deliverables related to direct oral health services to children prenatal to age 5, parent education and provider training. This budget reflects the final two months of funds in support of this project, through August 2018.

Information Resource and Referral ($620,000)

The Los Angeles County's comprehensive telephonic and referral database, 211 LA County, addresses a broad range of issues pertinent to the prenatal to age 5 population such as health insurance, child care, health care providers, and parenting support. Through the Expiring Initiatives Assessment process, and with Board approval in March 2016, this project was recommended for a two-year extension through June 30, 2018. In March 2018, the First 5 LA Board of Commissioners approved an additional 6-month extension through December 2018 to support the provision of these services.

Little by Little/One Step Ahead ($3,925,000)

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 provides 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 2018-19, the initiative expects to provide services to over 64,000 unique WIC participants throughout the County. The investment is anticipated to continue through September 2019.

Parent Child Interaction Therapy ($4,428,000)

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 objective 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 is being developed within the workforce and service delivery organizations throughout Los Angeles County to provide PCIT services for families with children prenatal to age 5, specifically by providing training opportunities to mental health professionals on the PCIT model. Initially expected to end in FY 2016-17, the project is extended through June 30, 2019 in order to ensure that (1) all training 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.

D. INTERNAL OPERATIONS (OPERATING BUDGET)

Based on an analysis of historical spending and projected expenditures through June 2018, as well as anticipated needs for FY 2018-19, the budget includes approximately $22.9 million for First 5 LA operating costs.

The $22.9 million represents an increase of approximately $1,235,584 or 5.7% from the revised FY 2017-18 Budget, influenced primarily by an increase in Personnel costs as well as minor increases in supporting line items and offset by decreases in Consultant Services and Professional Services.

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OPERATING COST CATEGORY	FY 2017-18 Budget				Proposed	
	Original		Revised		FY 2018-19 Budget	
Personnel Services	$17,041,972	79%	$16,833,272	78%	$18,024,406	79%
General Operating Expenses	1,603,970	7%	$ 1,631,290	8%	1,788,900	8%
Consultant Services	1,689,700	8%	$ 1,818,800	8%	1,532,300	7%
Professional Services	484,352	2%	$ 555,252	3%	520,552	2%
Travel Expenses	316,710	1%	$ 355,710	2%	422,630	2%
Professional Development	477,400	2%	$ 419,780	2%	560,900	2%
Total Operating Costs	**$21,614,104**	**100%**	**$21,614,104**	**100%**	**$22,849,688**	**100%**

Please note: Percentages reflected have been rounded to the nearest whole

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

Highlights and Assumptions:

FY 2018-19 Budget changes to personnel are chiefly in response to the continued implementation of Strategic Plan activities and a reduction of vacant positions. As the implementation process continues, we have a clearer understanding of the staffing needs and other operating resources required to continue to effectively implement the Strategic Plan. A decision was made by management to maintain the current level of authorized positions for the organization and repurpose vacant positions to meet priority hire needs. Although the largest increase to the operating budget is in personnel, the budget includes many increases and decreases within individual departmental budgets, and the following are highlights of the major spending categories.

Personnel Services

Approximately $18.0 million, or 78.9%, of the total $22.9 million in operating costs is for Personnel Services, which includes salaries and employee benefits. This represents an increase of about $1.2 million, or 7.8% over the revised FY 2017-18 personnel budget. As mentioned above, this increase in personnel is primarily driven by the addition of short-term temporary staffing support, fewer vacant positions, and a moderately higher than average employee health benefit price increase. 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 using a phased hiring approach to budget for the vacant positions in FY 2018-19. Of the seventeen open positions at the time of budget development, fifteen of those vacant positions are budgeted for ten months at the respective positions' mid-salary range, while two of the vacant positions are budgeted for six months at the position's mid-salary range, based on current outreach efforts and anticipated hire dates. Additionally, the personnel line item includes a 7% personnel attrition rate which is a 1% increase from the 6% rate used for FY 2017-18, based on the latest separation information available at the time of budget development. Also, although new positions have been identified for FY 2018-19 in order to expand and build upon the organization's current work and responsibilities, some positions are being repurposed from existing vacant positions to maintain the authorized headcount detailed in the FY 2017-18 Budget. Staffing needs will be revisited as the organization's activities and future direction are determined. A complete schedule of authorized positions may be found as part of Attachment B.

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General Operating Expenses

General operating expenses comprise $1.8 million, or 7.8%, of the total operating costs of $22.9 million. This is a net increase of approximately $158,000 influenced primarily by capital outlay costs to replace servers, laptops, desktops, printers, phones, etc., hardware and software maintenance, building repair and maintenance, subscriptions and publications, and the addition of a new line item – Divisional Capacity Building. The Divisional Capacity Building line item is comprised of $25,000 per division, for four divisions, and is intended for use by all division department's to support Division capacity-building, such as retreats. Costs for these activities were removed from each of the departments individual operating budgets. The intent is to make access to these activities and resources more consistent and equitable across Divisions. These overall increases, as well as other minor increases, are offset by decreases in other areas such as internal meetings and telephone costs.

Consultant Services

The budget includes approximately $1.5 million for Consultant Services, representing 6.7% of total operating costs and a decrease of approximately $287,000, or 16% from FY 2017-18.

Professional Services

The budget includes approximately $521,000 to support Professional Services, representing 2.3% of total operating costs and a $35,000 or approximately 6% decrease in funding level compared to the revised FY 2017-18 budget. Resources will fund the First 5 California Association and Professional dues, among others, as well as legal fees, staff recruitment, commissioner stipends, web-based services, audit fees and miscellaneous bank charges.

Travel and Meeting

Travel and Meetings costs comprise 1.8% of the total operating costs at approximately $423,000, representing an increase from the revised funding level for FY 2017-18, primarily driven by staffing needs and the directional change of the organization toward a more policy, advocacy, and systems change approach.

Professional Development

Professional Development expenditures represent 2.5% of the total operating budget, at $561,000. This budget includes a $141,000 increase, or 34%, compared to the revised resources proposed in FY 2017-18. This operating cost category had not been established at the time of the FY 2017-18 Budget development or approval; the new chart of accounts (COA) structure was successfully implemented in July 2017. This category – previously reflected as a single line item within the Professional Services category under the former COA structure – includes costs related to First 5 LA staff development, including: Training Materials & Supplies, Internal Training, Leadership Programs, Conference Registrations and External Education/Training. Resources are included to support ongoing professional development and staff enhancement activities through relevant content and skills-based training opportunities, conferences and educational materials. In addition, funds are included to support equal-access staff training through our Human Resources and Talent Management Department led endeavor, referred to as "First 5 University". Each department maintains a modest Professional Development budget, based on an organization average comprised

of no more than 4% of the cost of total salaries, for program-specific needs. Professional development resources also include costs related to Board development, identified by Executive leadership as a priority. As First 5 LA continues to transition in response to new priorities and a gradual decline in funding, these resources will be critical to ensure that staff is well equipped to perform the key job functions needed to advance the desired outcomes outlined in the Strategic Plan.

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 Projection, Proposition 10 tobacco tax revenue has been steadily decreasing since FY 2004-05, and is projected to continue to decline in future years. Tobacco policy changes implemented in 2017 – 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) – resulted in a one-time sharp decline in tobacco tax revenue for FY 2017-18 of nearly 16.2% from FY 2016-17. This one-time decline is consistent with the DOF revenue analysis, as is the projected revenue shortfall backfill by new Proposition 56 tax revenue anticipated for FY 2018-19. Per Proposition 56, the backfill amounts are calculated in arrears, which take into account the prior year actual revenue loss attributable to Proposition 56. As such, the backfill amount will increase revenue in FY 2018–19, after which revenue will continue an average rate of decline of approximately 3.8 percent. As always, First 5 LA will continue to work with other county Commissions and the State First 5 Association to closely 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 $5.2 million in revenue for FY 2018-19, are projected using an estimated 1.4% return on anticipated cash balances. Lease revenue is projected to generate approximately $141,000 in FY 2018-19, 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 First 5 LA's quality strategy work within the Early Child and Education (ECE) priority outcome area.

As Proposition 10 revenue continues on a downward trend, First 5 LA continues to explore alternative revenue generation strategies for the future as well as pursue opportunities to leverage funding from other funding streams to support the work of the Commission.

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 2018 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 2018-19, the Reserve is calculated at $34.4 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 2018-19 Budget do not exceed the remaining balance for the previously Board approved and committed multi-year allocations, approval of the FY 2018-19 Budget for these initiatives does not represent a commitment of additional dollars since resources will be drawn from the previously approved allocation. The projected remaining allocation balances as of June 30, 2018 will be brought to the Commission for reaffirmation in June 2018 in conjunction with the approval of the FY 2018-19 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 “live within our means” spending portfolio, with the goal of aligning annual spending with revenue and reducing the demand and reliance on fund balance. Balances for all fund balance categories will not be finalized until the completion of the FY 2017-18 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: Administration Division, Board of Commissioners, Communications, Contract Administration and

Purchasing, Executive, Facilities Management, Finance, Human Resources & Talent Management, Information Technology, Integration & Learning Division (excluding personnel costs associated with the Knowledge Management Manager and the Information & Data Analytics Specialist, both of which are program-specific), Policy & Strategy Division (excluding personnel costs associated with the Special Projects Manager, whose work stream is predominantly program-specific), and Programs Division (excluding costs for Interns).

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 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 conservative approach to the administrative limit calculation. For example, although the organization's Executive Leadership and Department Directors do not spend 100% of their time strictly on administrative activities, the entirety of their costs (salaries and benefits) are captured in the calculation of the administrative limit for the fiscal year. In the context of all First 5 County Commissions, First 5 LA continues to have the lowest administrative limit percentages, which range from 8-25% 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 $13.8 million, or 9.84% of the total budget. The increase from the previous year's revised 9.31% is due to the overall increase in operational costs and the overall reduction in programmatic expenditures proposed for FY 2018-19.

V. CONCLUSION

Each year the Board adopts an annual budget which reflects the staff's best estimate of the financial resources that will be needed to advance the work in alignment to the strategic direction. This year's budget process is another step toward advancing the goals established in the 2015-2020 Strategic Plan. It is also reflective of First 5 LA's efforts to improve and align financial goals and estimates with actual need while remaining cognizant of declining revenues and fund balance. This is made evident by the continued decline in legacy investments and the increase in partnerships such as those with County entities and philanthropies– the overall goal of which is to leverage and maximize resources, with a focus on sustainability, to collectively continue to improve outcomes for children and their families. First 5 LA also endeavors to continue to improve its financial management and reporting practices to effectively communicate the use and progress of the Commission's work. To the extent that there are financial implications associated with decisions taken by the organization, staff will return to the Board of Commissioners with findings, options and recommendations, including funding adjustments, as appropriate.

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

ATTACHMENT B:

FY 2018-19 BUDGET

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

	BUDGET COMPONENT	FY 2017-18 REVISED BUDGET	FY 2018-19 PROPOSED BUDGET	VARIANCE $	VARIANCE %
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
Strategic Plan Priority Outcome Areas					
1	Families	$ 29,675,000	$ 40,845,000	$ 11,170,000	37.6%
2	Communities	18,034,000	20,976,000	2,942,000	16.3%
3	Early Care & Education Systems	21,244,000	22,910,000	1,666,000	7.8%
4	Health-Related Systems	1,468,000	3,687,000	2,219,000	151.2%
Sub-total: Strategic Plan Priority Outcome Areas		***$ 70,421,000***	***$ 88,418,000***	***$ 17,997,000***	**26%**
Strategic Plan Policy & Strategy Support					
5	Policy Agenda/Advocacy	$ 2,320,000	$ 3,070,000	$ 750,000	32.3%
6	Communications & Marketing	6,044,000	6,121,000	77,000	1.3%
7	Communications - Conference Funding	300,000	250,000	(50,000)	-16.7%
8	Strategic Partnership-Cross-Cutting Funder Partnership	660,000	745,000	85,000	12.9%
9	Strategic Partnership-Grantmaking Memberships	42,000	41,000	(1,000)	-2.4%
10	Strategic Partnership-Organizational Capacity	200,000	-	(200,000)	-100.0%
11	Strategic Partnership-Partnership Development	250,000	160,000	(90,000)	-36.0%
12	Community Engagement and Advocacy	291,000	256,000	(35,000)	N/A
13	Policy & Strategy - Emerging Opportunities	75,000	75,000	-	0.0%
14	County Partnerships	50,000	50,000	-	0.0%
Sub-total: Strategic Plan Policy & Strategy Support		***$ 10,232,000***	***$ 10,768,000***	***$ 536,000***	**5%**
Integration & Learning					
15	Communities of Practice	$ 18,000	$ 35,000	$ 17,000	94.4%
16	Data Development and Integration	1,050,000	975,000	(75,000)	-7.1%
17	Data Partnership with Funders	850,000	850,000	-	0.0%
18	Grantee Assessment	75,000	75,000	-	0.0%
19	Impact Framework	-	112,000	112,000	N/A
20	Knowledge Management	-	178,000	178,000	N/A
21	Learning Plan Development	100,000	200,000	100,000	100.0%
22	Oranizationl-Wide Investment	32,000	96,000	64,000	200.0%
23	Program Evaluation	3,655,000	3,320,000	(335,000)	-9.2%
24	Integration & Learning - Emerging Opportunities	50,000	100,000	50,000	100.0%
Sub-total Integration & Learning		**$ 5,830,000**	**$ 5,941,000**	**$ 111,000**	**2%**
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		**$ 86,483,000**	**$ 105,127,000**	**$ 18,644,000**	**22%**
LEGACY INVESTMENTS					
25	At-Risk Fathers Investment	$ 314,000	$ 295,000	$ (19,000)	-6.1%
26	Baby Friendly Hospitals	457,000	150,000	(307,000)	-67.2%
27	Black Infant Health	1,606,000	1,863,000	257,000	16.0%
28	Children's Dental Care	7,217,000	372,000	(6,845,000)	-94.8%
29	Children's Vision Care	252,000	-	(252,000)	-100.0%
30	Early Identification and Intervention - Autism and Other Developmental Delays	884,000	-	(884,000)	-100.0%
31	Information Resource and Referral	1,240,000	620,000	(620,000)	-50.0%
32	Little by Little/One Step Ahead	3,979,000	3,925,000	(54,000)	-1.4%
33	Parent Child Interaction Therapy	3,943,000	4,428,000	485,000	12.3%
34	Policy Advocacy Fund	310,000	-	(310,000)	-100.0%
35	Universal Assessment of Newborns	10,980,000	-	(10,980,000)	-100.0%
36	Workforce Development	542,000	-	(542,000)	-100.0%
TOTAL LEGACY INVESTMENTS		**$ 31,724,000**	**$ 11,653,000**	**$ (20,071,000)**	**-63%**
TOTAL FIRST 5 LA PROGRAM BUDGET		$ 118,207,000	$ 116,780,000	$ (1,427,000)	-1.2%

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INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2017-18 REVISED BUDGET	FY 2018-19 PROPOSED BUDGET	VARIANCE $	VARIANCE %
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
Strategic Plan Priority Outcome Areas					
Families					
Families Strategy 1 - Home Visiting	Welcome Baby Hospitals	$ 9,721,000	$ 8,572,000	$ (1,149,000)	-12%
	Universal Assessment of Newborns - Welcome Baby Hospitals	-	10,511,000	10,511,000	N/A
	Select Home Visiting Programs	13,430,000	13,572,000	142,000	1%
	Family Strengthening Oversight Entity	3,480,000	3,577,000	97,000	3%
	Home Visiting Compensation and Turnover Analysis	-	200,000	200,000	N/A
	Home Visiting Sustainability Support in Health Systems	-	120,000	120,000	N/A
	Home Visiting Sustainability Support in Mental Health Systems	-	25,000	25,000	N/A
	LAC Perinatal and Early Childhood Home Visiting Consortium	26,000	26,000	-	0%
	MAMA's Visits Home Visiting Program Training and T.A. Support	-	334,000	334,000	N/A
	Stronger Families Database	780,000	935,000	155,000	20%
	Targeted Case Management Implementation Support	-	200,000	200,000	N/A
	Welcome Baby Implementation and Outcomes Evaluation	-	238,000	238,000	N/A
Families Strategy 2 - Family Engagement	Abriendo Puertas	740,000	1,100,000	360,000	49%
	Project Dulce	645,000	1,215,000	570,000	88%
	Family Engagement Learning Community Support	-	20,000	20,000	N/A
Families - Emerging Opportunities	Emerging Opportunities - Families Outcome Area	853,000	200,000	(653,000)	-77%
Sub-total Families		**$ 29,675,000**	**$ 40,845,000**	**$ 11,170,000**	**38%**
Communities					
Communities Strategy 1 - Community Leadership & Collaboration	Broader Community Building and Engagement	$ 2,500,000	$ -	$ (2,500,000)	-100%
	Center for the Study of Social Policy (CSSP)	-	572,000	572,000	N/A
	Community Partnerships	10,797,000	-	(10,797,000)	-100%
	Neighborhood Action Councils	-	2,250,000	2,250,000	N/A
	Region 1 Central-East Regional Network	-	4,236,000	4,236,000	N/A
	Region 2 SLA Regional Network	-	4,710,000	4,710,000	N/A
	Region 3 SFV Regional Network	-	2,248,000	2,248,000	N/A
	Region 4 Port Cities Regional Network	-	2,198,000	2,198,000	N/A
	Region 5 AV Regional Network	-	2,068,000	2,068,000	N/A
Communities Strategy 2 - Coordinated Services & Supports	Organizational Capacity Building	-	503,000	503,000	N/A
	Community Resource Networks	150,000	-	(150,000)	-100%
Communities Strategy 3 - Built Environment Policy & Advocacy	Built Environment Policy Advocacy Fund	-	750,000	750,000	N/A
	Link Advocates Government Family and Parks (Link)	-	300,000	300,000	N/A
	Community Advocacy Fund	190,000	-	(190,000)	-100%
	Legacy Investments	556,000	206,000	(350,000)	-63%
Communities - Cross-Strategy Investments	Capacity Building and Learning	3,361,000	-	(3,361,000)	-100%
	Capacity Building Consortium	-	518,000	518,000	N/A
	Integrated Transition Planning (ITP)	-	63,000	63,000	N/A
	Local, Regional and County Wide Convening	-	104,000	104,000	N/A
Communities - Emerging Opportunities	Emerging Opportunities - Communities Outcome Area	480,000	250,000	(230,000)	-48%
Sub-total Communities		**$ 18,034,000**	**$ 20,976,000**	**$ 2,942,000**	**16%**
Early Care & Education (ECE) Systems					
ECE Strategy 1 - Policy/Advocacy	ECE Policy Advocacy Fund	$ 3,000,000	$ 3,000,000	$ -	0%
	Educare Policy and Advocacy	100,000	300,000	200,000	200%
	Kindergarten Readiness Assessment	530,000	1,945,000	1,415,000	267%

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INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2017-18	FY 2018-19	VARIANCE	
		REVISED BUDGET	PROPOSED BUDGET	$	%
ECE Strategy 2 - QRIS	Early Childhood Educators Improving Quality (CCALA)	745,000	141,000	(604,000)	-81%
	QRIS Architects Group and Systems Planning	1,242,000	463,000	(779,000)	-63%
	QRIS Continuous Site Engagement	13,842,000	13,501,000	(341,000)	-2%
	QRIS Database	-	895,000	895,000	N/A
	Shared Services Support	200,000	200,000	-	0%
ECE Strategy 3 - Professional Development	Early Childhood Education Credential Advocacy Project	790,000	700,000	(90,000)	-11%
	Early Childhood Educator Competencies Curriculum Project	45,000	700,000	655,000	1456%
	ECE Workforce Registry	650,000	665,000	15,000	2%
ECE - Emerging Opportunities	Emerging Opportunities - ECE Outcome Area	100,000	400,000	300,000	300%
Sub-total ECE		**$ 21,244,000**	**$ 22,910,000**	**$ 1,666,000**	**8%**
Health, Mental Health & Substance Abuse Systems					
Health Strategy 1 - Early Identification and Intervention	Help Me Grow	$ 518,000	$ 2,610,000	$ 2,092,000	404%
Health Strategy 2 - Trauma-Informed Care	Trauma-Informed Care	700,000	827,000	127,000	18%
Health - Emerging Opportunities	Emerging Opportunities - Health Outcome Area	250,000	250,000	-	0%
Sub-total Health		**$ 1,468,000**	**$ 3,687,000**	**$ 2,219,000**	**151%**
Sub-Total: Priority Outcome Areas		**$ 70,421,000**	**$ 88,418,000**	**$ 17,997,000**	**26%**
Strategic Plan Policy & Strategy Support					
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	$ 130,000	$ 130,000	$ -	0%
	State Policy and Sustainability Advocate	440,000	440,000	-	0%
	Strategic Plan Advocacy Strategies	1,750,000	2,500,000	750,000	43%
Communications & Marketing	Communications & Marketing	6,044,000	6,121,000	77,000	1%
Communications - Conference Funding	Conference Funding	300,000	250,000	(50,000)	-17%
Strategic Partnership - Cross-Cutting Funder Partnership	Emerging Funder Collaboratives	450,000	450,000	-	0%
	LA Funders Collaborative	20,000	20,000	-	0%
	LA-N-Sync	25,000	25,000	-	0%
	Los Angeles Chamber of Commerce	40,000	40,000	-	0%
	Los Angeles Partnership for Early Childhood Investment	15,000	25,000	10,000	67%
	Southern California Grantmakers (SCG)	110,000	85,000	(25,000)	-23%
	Southern California Grantmakers (SCG)/Center for Strategic Public Private Partnerships (CSPPP)	-	100,000	100,000	N/A
Strategic Partnership - Grantmaking Memberships	Grantmaking Memberships	42,000	41,000	(1,000)	-2%
Strategic Partnership - Organizational Capacity	Organizational Capacity Building	200,000	-	(200,000)	-100%
Strategic Partnership - Partnership Development	Consulting	150,000	100,000	(50,000)	-33%
	Convenings	100,000	60,000	(40,000)	-40%
Community Engagement and Advocacy	Parent and Caregiver Advisory Council	186,000	103,000	(83,000)	-45%
	Parent Advocacy and Engagement	105,000	153,000	48,000	46%
Policy & Strategy - Emerging Opportunities	Emerging Opportunities - Policy & Strategy	75,000	75,000	-	0%
County Partnerships	County Partnership Fund	50,000	50,000	-	0%
Sub-Total: Strategic Plan Policy & Strategy Support		**$ 10,232,000**	**$ 10,768,000**	**$ 536,000**	**5%**
INTEGRATION & LEARNING					
Communities of Practice	External Partner Learning	3,000	7,000	4,000	133%
	Learning Advisory Committee	5,000	10,000	5,000	100%
	Organizational-wide Learning	10,000	18,000	8,000	80%
	Data Analytics	25,000	25,000	-	0%
	Data Consultant	$ 100,000	$ 90,000	$ (10,000)	-10%
	Data Requests	5,000	5,000	-	0%
	Dissemination	15,000	15,000	-	0%
	First 5 LA Contracts and Grants Program Reporting Database	140,000	75,000	(65,000)	-46%

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INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2017-18	FY 2018-19	VARIANCE	
		REVISED BUDGET	PROPOSED BUDGET	$	%
Data Development and Integration	Indicator Development	165,000	165,000	-	0%
	LA County Data Match	-		-	0%
	Los Angeles County Health Survey	-		-	0%
	Los Angeles County P-5 Asset Mapping	-		-	0%
	Los Angeles Mommy and Baby (LAMB) Project	-		-	0%
	Maternal Infant Hospital Assessment	-		-	0%
	WIC Data Mining Research Partnership	600,000	600,000	-	0%
Data Partnership with Funders	Children's Data Network (CDN)	850,000	850,000	-	0%
Grantee Assessment	Grantee Perception Report	75,000.00	75,000	-	0%
Impact Framework	Impact Framework	-	112,000	112,000	N/A
Knowledge Management	Knowledge Management	-	178,000	178,000	N/A
Learning Plan Development	Cross Outcomes/Strategy Area	-	100,000	100,000	N/A
	ECE Outcome Area	50,000	50,000	-	0%
	Health Systems Outcome Area	50,000	50,000	-	0%
Organizational-wide Investment	Investment Process	32,000.00	96,000	64,000	200%
Program Evaluation	Best Start Learning Agenda	500,000	800,000	300,000	60%
	Obesity Prevention & Nutrition Collective Impact Evaluation	750,000	600,000	(150,000)	-20%
	Parent-Child Interaction Therapy Evaluation	131,000	-	(131,000)	-100%
	Professional Development Program Evaluation	54,000	-	(54,000)	-100%
	Quality Rating and Improvement System Evaluation	-	300,000	300,000	N/A
	Welcome Baby Implementation and Outcomes Evaluation	654,000	-	(654,000)	-100%
	Welcome Baby Impact Study	1,566,000	1,620,000	54,000	3%
Integration & Learning - Emerging Opportunities	Emerging Opportunities - Integration & Learning	50,000.00	100,000	50,000	100%
Sub-total Integration & Learning		**$ 5,830,000**	**$ 5,941,000**	**$ 111,000**	**2%**
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		**$ 86,483,000**	**$ 105,127,000**	**$ 18,644,000**	**22%**
LEGACY INVESTMENTS					
At-Risk Fathers Investment	At-Risk Fathers Investment	$ 314,000	$ 295,000	$ (19,000)	-6%
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 3	20,000	-	(20,000)	-100%
	Baby Friendly Hospital Project - Cycle 4	437,000	150,000	(287,000)	-66%
Black Infant Health	Birth Outcomes and Disparities – Policy and Systems Change	100,000	400,000	300,000	300%
	Black Infant Health Program	1,506,000	1,463,000	(43,000)	-3%
Children's Dental Care	Children's Dental Care Program	7,217,000	372,000	(6,845,000)	-95%
Children's Vision Care	Children's Vision Care	252,000	-	(252,000)	-100%
Early Identification and Intervention - Autism and Other Developmental Delays	Early Identification and Intervention - Autism and Other Developmental Delays	884,000	-	(884,000)	-100%
Information Resource and Referral	211 LA County	1,240,000	620,000	(620,000)	-50%
Little by Little/One Step Ahead	Little by Little/One Step Ahead Program	3,979,000	3,925,000	(54,000)	-1%
Parent Child Interaction Therapy	Parent Child Interaction Therapy	3,943,000	4,428,000	485,000	12%
Policy Advocacy Fund	Policy Advocacy Fund - II	197,000	-	(197,000)	-100%
	Policy Advocacy Fund Technical Assistance Provider	113,000	-	(113,000)	-100%
Universal Assessment of Newborns	Welcome Baby Hospitals	10,980,000	-	(10,980,000)	-100%
Workforce Development	P-5 Workforce Development Core Competencies	542,000	-	(542,000)	-100%
TOTAL LEGACY INVESTMENTS		**$ 31,724,000**	**$ 11,653,000**	**$ (20,071,000)**	-63%
TOTAL FIRST 5 LA PROGRAM BUDGET		$ 118,207,000	$ 116,780,000	$ (1,427,000)	-1.2%

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OPERATING COSTS SUMMARY FY 2018-19

		FY 2017-18			FY 2018-19						
		Revised Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Programs	Policy & Strategy	Integration & Learning	Proposed Budget	Variance from FY 2017-18
Personnel Services											
Salaries											
	Total Salaries	12,995,691	12,548,401	447,290	993,795	3,267,470	5,070,669	3,184,908	1,545,644	14,062,486	1,066,795
	Total Employee Benefits	3,837,581	3,275,556	562,025	269,414	886,389	1,499,088	920,443	386,586	3,961,920	124,339
	Total Personnel Services	**16,833,272**	**15,823,957**	**1,009,315**	**1,263,209**	**4,153,859**	**6,569,757**	**4,105,351**	**1,932,230**	**18,024,406**	**1,191,134**
Operating Services											
6205	ADP-Payroll	37,000	29,008	7,992	-	38,000	-	-	-	38,000	1,000
6210	Worker's Compensation Insurance	84,000	57,018	26,982	-	85,000	-	-	-	85,000	1,000
6215	Utilities	165,000	154,226	10,774	-	165,000	-	-	-	165,000	-
6220	Corporate Insurance	76,000	30,000	46,000	-	75,000	-	-	-	75,000	(1,000)
6225	Mileage, Parking and Other Transporation	71,300	41,824	29,476	5,800	3,150	44,300	15,500	2,500	71,250	(50)
6230	Telephone	70,750	67,436	3,314	-	67,000	-	-	-	67,000	(3,750)
6235	Cell Phone & Mobile Devices	54,250	23,800	30,450	1,800	17,100	20,700	15,600	600	55,800	1,550
6240	Outside Printing & Publishing	19,700	48,072	(28,372)	-	3,000	-	20,000	-	23,000	3,300
6245	Other Supplies	20,250	19,000	1,250	250	20,000	-	-	-	20,250	-
6250	Postage & Delivery	13,200	13,301	(101)	-	13,200	-	-	-	13,200	-
6255	Educational Supplies	2,550	409	2,141	-	1,500	2,000	3,600	-	7,100	4,550
6260	Office Supplies	87,560	68,674	18,886	7,000	54,500	10,400	11,200	4,900	88,000	440
6265	Subscriptions & Publications	12,330	7,811	4,519	-	2,350	2,550	13,600	3,000	21,500	9,170
6270	Capital Outlay	102,000	61,512	40,488	-	126,000	-	-	-	126,000	24,000
6275	Equipment-Rents & Leases	118,200	24,510	93,690	-	119,000	-	-	-	119,000	800
6280	Building Repair & Maintenance	180,000	185,868	(5,868)	-	192,000	-	-	-	192,000	12,000
6285	Equipment Repairs & Maintenance	23,500	8,963	14,537	-	22,000	2,000	-	-	24,000	500
6290	Offsite Storage	33,900	16,947	16,953	-	15,500	-	18,900	-	34,400	500
6295	Hardware & Software Maintenance	246,400	140,277	106,123	-	251,800	-	3,500	-	255,300	8,900
6300	Miscellaneous/Contingency	75,000	5,004	69,996	50,000	25,000	-	-	-	75,000	-
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-	-	-
6310	Internal Meetings	138,400	75,845	62,555	15,000	28,600	36,000	38,500	15,000	133,100	(5,300)
6315	Divisional Capacity Building	-	-	-	25,000	-	25,000	25,000	25,000	100,000	100,000
	Total Operating Services	**1,631,290**	**1,079,505**	**551,785**	**104,850**	**1,324,700**	**142,950**	**165,400**	**51,000**	**1,788,900**	**157,610**
Consultant Services											
6410	Consultant Fees	1,517,300	565,065	952,235	186,000	743,800	60,000	15,000	210,000	1,214,800	(302,500)
6420	Other Professional Fees	295,000	288,024	6,976	-	315,000	-	-	-	315,000	20,000
6430	External Reviewers	6,500	3,520	2,980	-	2,500	-	-	-	2,500	(4,000)
	Total Consultant Services	**1,818,800**	**856,609**	**962,191**	**186,000**	**1,061,300**	**60,000**	**15,000**	**210,000**	**1,532,300**	**(286,500)**
Professional Services											
6510	Audit	70,000	70,000	-	-	80,000	-	-	-	80,000	10,000
6520	Legal Fees	250,000	250,000	-	175,000	-	-	-	-	175,000	(75,000)
6540	Professional Dues	118,752	108,216	10,536	75,000	23,130	7,100	5,472	12,850	123,552	4,800
6550	Staff Recruitment	25,000	39,482	(14,482)	-	25,000	-	-	-	25,000	-
6560	Commissioners Stipends	34,000	17,700	16,300	30,000	-	-	-	-	30,000	(4,000)
6570	Web-Based Services	45,500	22,688	22,812	-	75,000	-	-	-	75,000	29,500
6580	Bank & Other Service Charges	12,000	11,920	80	-	12,000	-	-	-	12,000	-
	Total Professional Services	**555,252**	**520,006**	**35,246**	**280,000**	**215,130**	**7,100**	**5,472**	**12,850**	**520,552**	**(34,700)**
Travel Expenses											
6610	Airfare	136,980	76,863	60,117	6,000	12,100	32,980	92,000	18,300	161,380	24,400
6620	Lodging	135,150	45,153	89,997	5,000	20,700	46,500	56,000	34,000	162,200	27,050
6640	Per Diem	69,730	34,274	35,456	3,500	10,300	20,700	28,500	13,200	76,200	6,470
6650	Other Travel Expense	13,850	13,810	40	500	2,750	1,000	9,000	9,600	22,850	9,000
	Total Travel Expenses	**355,710**	**170,100**	**185,610**	**15,000**	**45,850**	**101,180**	**185,500**	**75,100**	**422,630**	**66,920**
Professional Development											
6810	Training Materials & Supplies	2,880	-	2,880	-	9,000	900	2,600	-	12,500	9,620
6820	Internal Training	69,500	185	69,315	-	60,000	3,000	30,400	1,000	94,400	24,900
6830	Leadership Programs	53,000	4,990	48,010	-	102,000	-	-	-	102,000	49,000
6840	Conference Registrations	253,400	89,069	164,331	6,000	38,200	64,100	61,000	40,700	210,000	(43,400)
6850	External Education/Training	41,000	14,094	26,906	-	75,000	10,000	36,200	20,800	142,000	101,000
	Total Professional Development	**419,780**	**108,338**	**311,442**	**6,000**	**284,200**	**78,000**	**130,200**	**62,500**	**560,900**	**141,120**
	Total OPERATING EXPENSES	**21,614,104**	**18,558,515**	**3,055,589**	**1,855,059**	**7,085,039**	**6,958,987**	**4,606,923**	**2,343,680**	**22,849,688**	**1,235,584**

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First 5 LA
FY 2018-19 Operating Budget
Administrative Limit Calculation

Departmental Budgets:		
Administration Division	$	729,486
Board of Commissioners		89,050
Communications		1,271,597
Contract Administration & Purchasing		1,168,496
Executive		1,766,009
Facilities Management		870,700
Finance		1,393,273
Human Resources & Talent Mgmt.		1,456,146
Information Technology		1,466,938
Integration & Learning Division[1]		481,742
Policy & Strategy Division[2]		408,348
Programs Division[3]		550,952
Salary & Benefits[4]:		
Communities		271,067
Community Relations		190,769
Early Care & Education		198,911
Family Supports		200,528
Health Systems		252,312
Integration & Learning		218,121
Measurement, Learning & Evaluation		224,823
Public Policy & Government Affairs		264,001
Strategic Partnerships		272,037
Total FY 2017-18 Administrative Budget	**$**	**13,745,307**
Total FY 2018-19 Operating Budget		22,849,688
Total FY 2018-19 Program Budget		116,780,000
Total FY 2018-19 Budget	**$**	**139,629,688**

Administrative Cost Percentage	**9.84%**

1. Budgets for two positions were excluded in the calculation of the division's total budget.
2. Budget for one position was excluded in the calculation of the division's total budget.
3. Budget for Interns was excluded in the calculation of the division's total budget.
4. Directors and Administrative Assistants only.

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FIRST 5 LA
SCHEDULE OF AUTHORIZED POSITIONS

Division/Department	FY 2017-18 Authorized Positions[1]	FY 2017-18 Filled Positions as of March 2018	FY 2018-19 Baseline*	FY 2018-19 Addition/Deletion	FY 2018-19 Total
Executive					
Operations	7	6	7	1***	8
Administration Division					
Administration	4	4	4	0	4
Contract Administration & Purchasing	9	9	9	1****	10
Facilities Management	0	0	0	0	0
Finance	9	8	9	0	9
Human Resources & Talent Management	4	4	4	0	4
Information Technology	5	4	5	0	5
Integration & Learning Division					
Integration & Learning Division Support	4	4	4	0	4
Integration & Learning	7	5	7	0	7
Measurement, Learning & Evaluation	6	2	6	0	6
Policy & Strategy Division					
Policy & Strategy Division Support	3	3	3	0	3
Communications	10	10	10	0	10
Community Relations	5	5	5	0	5
Public Policy and Government Affairs	9	7	9	0	9
Strategic Partnerships	7	7	7	0	7
Programs Division					
Programs Division Support	2	2	2	0	2
Communities	27	26	23	0	23**
Early Care & Education	10	9	10	0	10
Family Supports	12	12	12	0	12
Health Systems	8	7	8	2	10
	148	134	144	4	148

1) Temporary employees are not included in the FTE count.
*Baseline was reduced from 148 to 144 due to the "term" of the four Program Support staff ending.
**A request to promote one employee from Grade 18 to Grade 19 was received.
***This position is a placeholder for a Project Manager position.
****This position is for a Contract Compliance Officer with a 2-year limited term.

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ATTACHMENT C:

PROGRAMS DIVISION – DETAIL BY PROGRAM AND OPERATING COSTS

PROGRAMS DIVISION SUMMARY FY 2018-19

		FY 2017-18	FY 2018-19						
		Revised Budget	Programs Division	Communities	Early Care & Education	Family Supports	Health Systems	Proposed Budget	Variance from FY 2017-18
Personnel Services									
Salaries									
	Total Salaries	4,836,645	511,123	1,786,272	794,317	1,136,503	842,454	5,070,669	234,024
	Total Employee Benefits	1,493,232	81,365	576,641	237,181	362,054	241,847	1,499,088	5,856
	Total Personnel Services	**6,329,877**	**592,488**	**2,362,913**	**1,031,498**	**1,498,557**	**1,084,301**	**6,569,757**	**239,880**
Operating Services									
6205	ADP-Payroll	-	-	-	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-	-	-	-
6215	Utilities	-	-	-	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	42,820	500	35,000	2,400	4,000	2,400	44,300	1,480
6230	Telephone	-	-	-	-	-	-	-	-
6235	Cell Phone & Mobile Devices	21,400	300	13,800	2,400	2,400	1,800	20,700	(700)
6240	Outside Printing & Publishing	-	-	-	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-	-	-	-
6255	Educational Supplies	1,500	-	2,000	-	-	-	2,000	500
6260	Office Supplies	7,960	1,500	5,000	1,200	1,500	1,200	10,400	2,440
6265	Subscriptions & Publications	1,730	250	1,000	300	500	500	2,550	820
6270	Capital Outlay	-	-	-	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-	-	-	-
6285	Equipment Repairs & Maintenance	1,500	-	2,000	-	-	-	2,000	500
6290	Offsite Storage	-	-	-	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-
6310	Internal Meetings	48,700	2,500	20,000	6,000	5,500	2,000	36,000	(12,700)
6315	Divisional Capacity Building	-	25,000	-	-	-	-	25,000	25,000
	Total Operating Services	**125,610**	**30,050**	**78,800**	**12,300**	**13,900**	**7,900**	**142,950**	**17,340**
Consultant Services									
6410	Consultant Fees	239,600	35,000	25,000	-	-	-	60,000	(179,600)
6420	Other Professional Fees	-	-	-	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-	-	-	-
	Total Consultant Services	**239,600**	**35,000**	**25,000**	**-**	**-**	**-**	**60,000**	**(179,600)**
Professional Services									
6510	Audit	-	-	-	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-	-	-	-
6540	Professional Dues	6,000	-	1,000	2,100	2,000	2,000	7,100	1,100
6550	Staff Recruitment	-	-	-	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-	-	-	-
	Total Professional Services	**6,000**	**-**	**1,000**	**2,100**	**2,000**	**2,000**	**7,100**	**1,100**
Travel Expenses									
6610	Airfare	32,580	2,000	8,000	5,780	12,000	5,200	32,980	400
6620	Lodging	49,900	1,500	8,000	6,000	20,000	11,000	46,500	(3,400)
6640	Per Diem	22,400	1,500	5,000	6,000	4,000	4,200	20,700	(1,700)
6650	Other Travel Expense	500	-	-	1,000	-	-	1,000	500
	Total Travel Expenses	**105,380**	**5,000**	**21,000**	**18,780**	**36,000**	**20,400**	**101,180**	**(4,200)**
Professional Development									
6810	Training Materials & Supplies	880	-	-	500	400	-	900	20
6820	Internal Training	4,500	-	-	3,000	-	-	3,000	(1,500)
6830	Leadership Programs	3,000	-	-	-	-	-	-	(3,000)
6840	Conference Registrations	52,600	1,500	15,000	10,000	18,000	19,600	64,100	11,500
6850	External Education/Training	2,000	8,000	-	-	2,000	-	10,000	8,000
	Total Professional Development	**62,980**	**9,500**	**15,000**	**13,500**	**20,400**	**19,600**	**78,000**	**15,020**
	Total OPERATING EXPENSES	**6,869,447**	**672,038**	**2,503,713**	**1,078,178**	**1,570,857**	**1,134,201**	**6,958,987**	**89,540**

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Programs Division Support

PROGRAMS DIVISION SUPPORT

Authorized Positions

Vice President, Programs	1
Executive Assistant & Division Coordinator	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:

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

- Family Supports

- Communities
- Early Care and Education
- 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 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	253,596	253,596	292,572	511,123	257,527
	Total Employee Benefits	57,704	57,704	63,302	81,365	23,661
	Total Personnel Services	**311,300**	**311,300**	**355,874**	**592,488**	**281,188**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insura	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tr	500	500	229	500	-
6230	Telephone	-			-	-
6235	Cell Phone & Mobile Devices	600	600	350	300	(300)
6240	Outside Printing & Publishing	-		-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,000	1,000	2,607	1,500	500
6265	Subscriptions & Publications	500	500		250	(250)
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenanc	-	-	-	-	-
6285	Equipment Repairs & Mainten	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Mainten	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	1,700	3,200	3,200	2,500	(700)
6315	Divisional Capacity Building	-	-	-	25,000	25,000
	Total Operating Services	**4,300**	**5,800**	**6,386**	**30,050**	**24,250**
Consultant Services						
6410	Consultant Fees	25,000	50,000	31,000	35,000	(15,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**25,000**	**50,000**	**31,000**	**35,000**	**(15,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	25,000	-	11,000	-	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**25,000**	**-**	**11,000**	**-**	**-**
Travel Expenses						
6610	Airfare	2,000	2,000	2,193	2,000	-
6620	Lodging	3,000	3,000	-	1,500	(1,500)
6640	Per Diem	1,500	1,500	680	1,500	-
6650	Other Travel Expense			978	-	-
	Total Travel Expenses	**6,500**	**6,500**	**3,851**	**5,000**	**(1,500)**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	4,500	3,000	600	1,500	(1,500)
6850	External Education/Training	-	-	-	8,000	8,000
	Total Professional Developme	**4,500**	**3,000**	**600**	**9,500**	**6,500**
	Total OPERATING EXPENSES	**376,600**	**376,600**	**408,711**	**672,038**	**295,438**

Family Supports

FAMILY SUPPORTS

Authorized Positions

Director	1
Senior Program Officer	3
Program Officer	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:

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

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The Family Support Department is led by the Director of Family Supports, who oversees three streams of work consistent with the Strategic Plan and supported by an Administrative Assistant at .5 FTE:

Each stream is led by a Senior Program Officer that reports to the Director of Family Supports. Five program officers lead the work in the two Home Visiting streams and two program officers lead the work in the Family Engagement stream. The Program Associate supports projects in all three streams with a focus on grants management functions, such as document management and tracking, invoicing, event logistics and literature review. The Department also oversees seven legacy investments and is exploring multiple areas of emerging opportunity for FY 18-19, primarily related to efforts to support the scale and sustainability of home visiting in Los Angeles County in partnership with local government and others.

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FAMILY SUPPORTS

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	1,155,222	1,155,222	713,551	1,136,503	(18,719)
	Total Employee Benefits	349,902	349,902	277,103	362,054	12,152
	Total Personnel Services	**1,505,124**	**1,505,124**	**990,654**	**1,498,557**	**(6,567)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	2,880	4,000	3,055	4,000	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	2,400	2,400	2,000	2,400	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	2,000	1,500	1,277	1,500	-
6265	Subscriptions & Publications	500	500		500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	14,500	15,500	6,689	5,500	(10,000)
	Total Operating Services	**22,280**	**23,900**	**13,021**	**13,900**	**(10,000)**
Consultant Services						
6410	Consultant Fees	120,000	120,000	-	-	(120,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**120,000**	**120,000**	**-**	**-**	**(120,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	4,500	1,900	1,672	2,000	100
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**4,500**	**1,900**	**1,672**	**2,000**	**100**
Travel Expenses						
6610	Airfare	7,500	12,000	4,615	12,000	-
6620	Lodging	16,000	20,000	(2,339)	20,000	-
6640	Per Diem	6,000	4,000	444	4,000	-
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**29,500**	**36,000**	**2,720**	**36,000**	**-**
Professional Development						
6810	Training Materials & Supplies	-	380	-	400	20
6820	Internal Training	-	-	185	-	-
6830	Leadership Programs	-	3,000	290	-	(3,000)
6840	Conference Registrations	18,900	8,000	9,933	18,000	10,000
6850	External Education/Training	-	2,000	1,614	2,000	-
	Total Professional Development	**18,900**	**13,380**	**12,022**	**20,400**	**7,020**
	Total OPERATING EXPENSES	**1,700,304**	**1,700,304**	**1,020,089**	**1,570,857**	**(129,447)**

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Welcome Baby Hospitals	$9,721,000	$8,572,000	-11.81%

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 18-19 objectives are to:
• Achieve enrollment of a minimum of 35% of participating hospitals births (current average hospital enrollment across sites is 27%)
• Maintain 90% 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
• Maintain 95% rate for program participants receiving a 3-4 month home visit that will receive an Ages & Stages Questionnaire (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 18-19, program costs under Families Strategy 1 for Home Visiting includes 14 Welcome Baby providers for $8,572,000. 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. The Program Budget for FY 18-19 takes this historical trend into account to provide a more accurate budget. As such, FY 18-19 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. In FY 18-19 Welcome Baby anticipates enrolling 15,900 families (an estimated 7,000 Best Start and 8,900 Non-Best Start).

The following were taken into account when developing the FY 18-19 estimate:
• Hospital birth rate county information from 2015 to inform personnel needs and estimated enrollment per site
• Use of actual enrollment data from FY 16-17 and application of current Best Start/Non-Best Start enrollment; data

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

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 18-19 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 spending on a grantee level. Typical cost categories whose funding was not maximized include: personnel, materials and travel. Unexpected staff vacancies impact personnel costs and number of families enrolled, which causes subsequent lower spending 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	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Universal Assessment of Newborns - Welcome Baby Hospitals	$10,980,000	$10,511,000	-4.27%

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 Universal Assessment portion of Welcome Baby 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. Universal Assessment includes postpartum home-based visits, if needed, as well as a hospital visit at the time of the child's birth.

Universal Assessment 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 18-19 objectives are to:
• Achieve enrollment of a minimum of 35% of participating hospitals births (current average hospital enrollment across sites is 27%)
• Maintain 90% 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
• Maintain 95% rate for program participants receiving a 3-4 month home visit that will receive an Ages & Stages Questionnaire (ASQ) screening at that visit.

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 18-19, program costs under the Universal Assessment allocation includes 14 Welcome Baby providers for $10,511,000. 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. The Program Budget for FY 18-19 takes this historical trend into account to provide a more accurate budget. As such, FY 18-19 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. In FY 18-19 Welcome Baby anticipates enrolling 15,900 families (an estimated 7,000 Best Start and 8,900 Non-Best Start).

The following were taken into account when developing the FY 18-19 estimate:
• Hospital birth rate county information from 2015 to inform personnel needs and estimated enrollment per site
• Use of actual enrollment data from FY 16-17 and application of current Best Start/Non-Best Start enrollment; data

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

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 18-19 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 spending on a grantee level. Typical cost categories whose funding was not maximized include: personnel, materials and travel. Unexpected staff vacancies impact personnel costs and number of families enrolled, which causes subsequent lower spending 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	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Select Home Visiting Programs	$13,430,000	$13,572,000	1.05%

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; and
• Ensure at least 90% of target children are linked to a medical/healthcare home.

Spending Plan and Funding Methodology

FY 18-19 represents the fifth 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 18-19 is estimated to be $13,572,000. 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 80 % of the programmatic funds are expended. The following were taken into account when developing the FY 18-19 estimate:

a) 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 17-18. 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 18-19 to estimate anticipated client enrollment per site; this does not preclude enrollment improvements.

b) Individual sites have a maximum number of approved home visitors to hire; there are fourteen new home visitors estimated to be needed and hired in FY 18-19. Prior to hiring new staff, additional assessments are completed on a site-level basis to confirm need and provide approval for new staff.

c) Program costs due to personnel and client enrollment, including space, telephone, supplies, and staff training.

d) Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount.

*FY 18-19 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

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

to unpredictable spending on a grantee level. Typical cost categories whose funds were not entirely utilized include: personnel, materials and travel. Unexpected staff vacancies impact personnel costs and number of families enrolled, which causes subsequent lower spending 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	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Family Strengthening Oversight Entity	$3,480,200	$3,577,000	2.78%

Program Summary

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 18-19 the Family Strengthening Oversight Entity (FSOE) will continue to provide support to 14 Welcome Baby and twenty-one Select Home Visitation providers. The program budget estimate was based on historical expenditures and implementation of similar activities, including coordination of two Family Strengthening Cohort Trainings, up to six regional peer-to-peer workshops and an Annual Summit as well as inclusion of new resources to support the LAC Perinatal and Early Childhood Home Visiting Consortium.

Spending Plan & Methodology
In FY 18-19 the Family Strengthening Oversight Entity (FSOE) will:
• Coordinate and provide input to evaluation activities and study designs with First 5 LA Integration and Learning staff, evaluation contractors, and Welcome Baby sites
• Coordinate and implement 2 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 2 peer to peer learning opportunities
• Provide program materials to providers across 14 Welcome Baby sites (including home safety items, boppy nursing pillows, infant books and developmental toys)
• Provide on-going programmatic and database technical assistance to Welcome Baby and Select Home Visiting providers
• Coordinate the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and participate in county efforts to coordinate across home visiting programs in LA County.

The following were taken into account when developing the FY 18-19 estimate:
• Anticipated merit increase for personnel
• Inclusion of new full-time Program Coordinator to provide administrative support to the Home Visitation Consortium
• Increase in funding to provide technical assistance to Select Home Visiting grantees on team dynamics and change management given the increased number of anticipated pilots and expansion of services through the Board of Supervisors Home Visitation Motion.
• Increase in funding to support convenings regarding sustainability for Welcome Baby and Select Home Visitation

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

Budget Fiscal Year: 2018 - 2019	Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Home Visiting Compensation and Turnover Analysis		$200,000	0.00%

Program Summary

The December 2016 Los Angeles County Board of Supervisor's Home Visiting Motion calls for a large scale increase of home visiting services in Los Angeles County. Home Visitors are the core asset of home visiting programs across all models. Therefore, the motion creates significant demand to both retain and grow the workforce to provide perinatal and early childhood home visiting services. Staffing is also the most significant cost of home visiting programs. Therefore, the Compensation and Turnover Study will support planning to sustain the current workforce by ensuring strong retention, while establishing a clearer knowledge base regarding overall program costs for expansion.

Spending Plan and Funding Methodology

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Home Visiting Sustainability Support in Health Systems		$120,000	0.00%

Program Summary

CPrograms Division work in both the Home Visiting (Family Supports Department) and Help Me Grow (Health Systems Department) strategies highlight significant partnership opportunities with County agencies, health plans and other entities to leverage and maximize collective resources, programmatic efforts and funding. This consulting contract will support health-related systems research, County partnership development support and technical expertise to the Health Systems and Family Supports Departments.

Spending Plan and Funding Methodology

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

This is a new item for the Families Department budget.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Home Visiting Sustainability Support in Mental Health Systems		$25,000	0.00%

Program Summary

In late 2017, the LA County Department of Mental Health announced plans to re-direct $50 million in unspent Mental Health Services Act-Prevention and Early Intervention (MHSA-PEI) funds to specifically support mental health-enhanced home visiting services in the County. The large infusion of funding into the HV landscape requires significant effort and planning to realize timely and efficient implementation. This consulting support provides technical assistance to DMH (administered through the Center for Strategic Public Private Partnerships housed in the LA County Office of Child Protection) in operationalizing MHSA-PEI funds.

Spending Plan and Funding Methodology

$25,000 - In FY17-18, First 5 LA provided $75,000, which will be fully expended, in consulting support to DMH for technical assistance to operationalize Mental Health Services Act-Prevention and Early Intervention (MHSA-PEI) funds for home-visiting related efforts. These costs represent any additional funding as needed, up to $25,000 for ongoing consulting support in FY18-19.

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

The entity was awarded a contract in FY17-18 for $75,000, which will be fully expended by the end of the fiscal year. The amount budgeted for FY18-19 would cover any remaining work, if needed.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
LAC Perinatal and Early Childhood Home Visiting Consortium	$26,000	$26,000	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

The FY 18-19 funding will be utilized in the following manner, consistent with the 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

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
MAMA's Visits Home Visiting Program Training and T.A. Support		$334,000	0.00%

Program Summary

The LA County Department of Health Services (DHS) received approval to expand their MAMA's Neighborhood program to include home visitation, and will provide home visitation staff with training and technical assistance coordinated by First 5 LA's Family Strengthening Oversight Entity. This includes up to two training cohorts to train over 70 MAMA's staff, technical assistance for program implementation and provision of client materials. This approach will help embed crucial best practices within their model to more effectively engage parents and support and retain home visitation staff as DHS builds their program infrastructure.

Spending Plan and Funding Methodology

The Family Strengthening Oversight Entity (FSOE) will coordinate up to two training cohorts for over 70 of the Department of Health Services MAMA's Neighborhood home visitation staff, provide technical assistance, lead training on reflective supervision for staff, and provide client materials. The program budget estimate was based on assessing expenditures that support the FSOE's Family Strengthening Training for home visitation staff, provision of reflective practice and client materials.

Spending Plan & Methodology
In FY 18-19 the Family Strengthening Oversight Entity (FSOE) will support the MAMA's Program by:
• Coordination and implementation of up to 2 Family Strengthening Trainings
• Coordination of monthly reflective practice training and coaching sessions for MAMA's supervisors
• Provision of peer to peer engagement for MAMA's staff
• Provision of client materials (including home safety items, boppy nursing pillows, infant books and developmental toys)

The following were taken into account when developing the FY 18-19 estimate:
• Addition of part-time administrative coordinator position
• Funding to coordinate and implement up to two Family Strengthening Trainings
• Funding to conduct reflective practice training for supervisors and peer to peer engagements
• Funding for provision of client materials

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

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Stronger Families Database	$780,000	$935,000	19.87%

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, in FY 18-19 the system will finalize the creation of a supervisor module and database changes to allow for transitions of clients between program models if risks are identified postpartum, and continued support of 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: 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. This includes development of a targeted case management module and codebook to support evaluation efforts that utilize the database.

FY 18-19 funds will support the following areas:

DATABASE DEVELOPMENT ($300,000)
The database will work on and finalize a supervisor module in FY 18-19. 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.

TARGETED CASE MANAGEMENT (TCM) Module ($100,000)
Development of a TCM Module to support expansion of TCM implementation with all Select Home Visitation Grantees, including training of users and technical assistance.

CODEBOOK OF DATABASE ($55,000)
Development of a codebook to enable external users and evaluators to understand database and facilitate analysis of data.

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.

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

Additional development work is anticipated as a result of potential strategies from the County Board of Supervisors Home Visiting Motion, such as: 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. This includes development of a targeted case management module and codebook to support evaluation efforts that utilize the database.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Targeted Case Management Implementation Support		$200,000	0.00%

Program Summary

Ongoing 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 to leverage and maximize funding. One of those opportunities is the Targeted Case Management (TCM) strategy, a Medicaid benefit. Through a partnership with LA County Department of Public Health (DPH), F5LA select home visiting grantees have an opportunity to join the County TCM platform and leverage federal funding for programmatic activities that are currently being performed.

A TCM pilot with 5 grantees was launched in FY17-18. In FY18-19, this pilot will expand to up to 15 additional grantees. Optimas Consulting has been hired to provide training and technical assistance to onboard the additional 15 grantees, and provide ongoing support for the initial cohort of 5 grantees. Optimas will also provide critical support to F5LA in working with LA County DPH, the local governing authority for the County, to join the TCM platform.

Spending Plan and Funding Methodology

$175,000 – For the expansion cohort of up to 15 grantees, Consultant will provide training and technical assistance, individual site visits/interviews, review grantee systems and processes and oversee the pilot time survey. Additionally, Consultant will continue to monitor initial cohort of 5 grantees as they adopt additional TCM functions, such as the billing component.

$25,000-Provide TA and support to First 5 LA, liaise with LA County DPH, and complete any information needed for County and State requirements to participate in TCM.

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

Significant increase from prior year due to expansion of pilot from 5 to an additional 15 grantees (total of 20 grantees)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Welcome Baby Implementation and Outcomes Evaluation	$654,000	$238,000	-63.60%

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

WBIO will have a no-cost extension (total contract amount will not increase; unspent funds will roll over) into FY 18-19 to complete the remaining deliverables. The project was delayed due to the Institutional Review Board approval process and challenges in linking collected data to the Stronger Families Database. The anticipated FY 18-19 costs include:

1) Datasets and Codebooks: $16,000
2) Design/recommend a system that will sustain monitoring of implementation and outcomes beyond the contract period: $108,000
3) Final Report: $96,000
4) Indirect Costs for presentations to First 5 LA and external stakeholders: $18,000

The total estimated round off cost is $238,000. The estimates above were calculated by examining the contractor's current payment schedule as well as the costs associated with other similar projects.

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

The Welcome Baby Implementation and Outcomes (WBIO) study was intended to end in FY 17-18, however challenges in linking client data with the Stronger Families Database led to delays in finalizing study results. The WBIO study received a no-cost extension into FY 18-19 in order to finalize key deliverables and conduct presentations for internal and external stakeholders, which will shift costs for some deliverables to FY 18-19.

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Abriendo Puertas	$740,000	$1,100,000	48.64%

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 and impacting systems of services and supports to better engage parents/caregivers in fostering their child's early learning and healthy development. Abriendo Puertas/Opening Doors' 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. This investment supports Abriendo Puertas' organizational capacity to advance and sustain its evidence-based family engagement model and practices.

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

In October 2016, the Commission approved a strategic partnership with Abriendo Puertas/Opening Doors and an 18-month contract was executed on January 2017 to explore provider capacity issues in family engagement program implementation across diverse school and non-school settings (i.e. ECE, health-care, etc.). These environments are non-stigmatizing, thereby created a unique opportunity to reach families that may be relatively more isolated from the broader array of family support services.

The major program components for FY 18-19 include:

1. Convening a Summit with Phase 1 partners share best practices and challenges with implementation

2. Providing technical assistance to support initial phase partners in scaling and sustaining programming

3. Convene Facilitator Training Institutes to train new facilitators for programming in English and Spanish

4. Refining 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

5. Cultivating relationships that would advance sustainability efforts in future steps towards new curricular design and implementation practices for diverse populations

In addition, a research contractor will be solicited to accompany the aforementioned components in order to help develop a body of knowledge on family engagement needs across Los Angeles County by:

1) Evaluating provider capacity issues to capture organizational and facilitator challenges and needs when implementing Abriendo Puertas/Opening Doors
2) Conducting a landscape of hard-to-reach populations and the service-providing entities they access to best meet their population needs.

Spending Plan and Funding Methodology

The initial 18-month investment in FY 16-17 and FY 17-18, as well as actual costs, informed the estimates for the

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

following cost categories in FY 18-19:

· Personnel: $185,000- Manage agency costs (projected to cover Director & Support Staff, and indirect costs for expansion strategies impacting Los Angeles County)

· Contracted Services: $170,000 - Support sub-contracts (projected to cover costs of technical assistance, translators, curriculum consultants, etc.)

· Training Expenses: $200,000 - Coordinate and implement 4 training institutes; Each institute will train 20 facilitators (4 institutes x 20 facilitators = 80 facilitators); Estimates based on $40,000 per training, at $2,000 per person. Cost category also includes the convening of facilitators to discuss and share implementation lessons learned (event cost projected at $40,000). Costs in this category may include room rental, refreshments, parking, materials, etc.

· Implementation Grants: $140,000 – Program grants for sites (i.e. materials, childcare, etc.). Projected cost is calculated at $3,500 grant x 40 programs.

· Operating & Administrative: $105,000 – Costs includes travel, mileage, and fiscal management (10% of total budget)

· Assessment & Landscape: $500,000- Contract a research entity to conduct an initial provider capacity analysis and landscape scan of family engagement capacity issues in hard to reach populations (Cost includes: personnel to manage project, contracted services to support research such as translation and convening communities, and administrative costs)

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

Funding level changes from the prior year reflects the addition of conducting the landscape and assessment (calculated at $500,000 in additional funds). Without this expenditure, programmatic costs is on trend with the FY 17-18 costs with a differential of $60,000 for an additional programmatic activity that did not exist in the prior year.

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Project Dulce	$645,000	$1,215,000	88.37%

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 incorporates a Medical-Legal Partner. 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 18-19, each Project DULCE clinic will continue to:
• Serve approximately 200 infants and their families, per site, using core components that include routine primary care visits and meetings with a family specialist;
• 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 18-19 estimated spending is based on FY 17-18 expenditures, staff's experience on program components and The Center for the Study of Social Policy's (CSSP) experience in implementing Project DULCE in other states. We are projecting the addition of two clinics as well as a part-time Family Specialist to each site. Each clinic is projected to serve approximately 200 children and their families, a total of 1000 children and their families served at up to five 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
4. TBD
5. TBD

A total cost of $1,215,000 is estimated for FY 18-19 which reflects: $220,000 DULCE implementation cost per site for five sites; $90,000 for strategic partnership with CSSP to provide technical assistance on program implementation and parent engagement at all five sites; and $25,000 for Innovation & Sustainability efforts.
Major cost areas were considered and are detailed below:

1. Implementation Cost ($220,000/site x 5 sites)
   * Project Personnel and Fringe benefits for the following staff
     2 Family Specialist (1FTE, 1PT)
     Medical Champion
     Mental Health Supervisor
     Clinic Administrator
     CQI lead (if different)
     Project Manager (if different)

   * Contracted Services
     Medical Legal Partner: $25,000 per year per site

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

* 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.

2. Technical Assistance ($50,000)
CSSP will provide approximately technical assistance, implementation guidance and support to support implementation of DULCE in 5 clinics of Los Angeles County. (2 startups and 3 running)

3. Innovation and Sustainability efforts ($25,000)
* Discussions on sustainability will be ongoing throughout the project.

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

Changes reflect the addition of two clinic sites implementing the Project DULCE model and the addition of 1 part-time Family Specialist for each site.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Family Engagement Learning Community Support		$20,000	0.00%

Program Summary

The Family Engagement Learning Community will be co-funded by First 5 LA and several other foundations in the region. This partnership will help facilitate work with other funders to support the building of the Family Engagement field through shared learning and integration of efforts between funders.

The Learning Community will be convened by the Los Angeles Partnership for Early Childhood Investment (PECI), with support from an external consultant.

Spending Plan and Funding Methodology

The Family Engagement Learning Community will be funded in partnership by First 5 LA and several other foundations in the region. The Learning Community will be convened by the PECI, with support from an external consultant. Funds will support facilitation and dissemination of learnings. The total proposed resource need for this Strategic Partnership is $20,000.

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

Initiative	Investment Category
Families - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Opportunities - Families Outcome Area	$777,650	$200,000	-74.28%

Program Summary

HOME VISITING ENHANCEMENT AND EXPANSION SUPPORT:

Ongoing 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
(1) small-scale service provision;
(2) research;
(3) training and supports to address capabilities and capacities related to referral of families to appropriate programs and/or
(4) activities related to financing procedures, including costs to support time reporting at pilot home visiting sites. Specific projects and associated costs are under consideration; and
(5) procurement of consultant to conduct a compensation and turnover analysis of home visitation staff in LA County.

IMMIGRATION SUPPORT:

Support for developing strategic partnerships related to expanding immigration support in the early childhood field. This initiative supports the effectiveness of system change and direct service strategies by getting high-quality accurate information to families about service availability and accessibility.

Spending Plan and Funding Methodology

Preliminary cost estimates for a number of opportunities in support of the enhancement and expansion of home visiting and related services are included for FY 18-19. Proposed estimates are based on comparable activities within and outside of the organization.

$50,000: Welcome Baby Program Improvements and/or strategies to greater integrate Welcome Baby and/or Select Home Visiting with the larger Los Angeles County System of home visiting. Changes will be informed by the County Home Visiting Motion Response Workgroup, as well as on qualitative research, such as the Implementation & Outcomes Study and Focus Groups.

$50,000: Ongoing research, training, technical assistance, piloting new approaches and other opportunities to support sustainability of home visiting in Los Angeles County.

$100,000: Continued support for ensuring engagement with families on immigration rights. Providing education and legal support ensures families will seek and receive services and supports that contribute to positive child and family outcomes.

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

The decrease in the Families Outcome Area Emerging Opportunities is due to several of the Emerging Opportunities from FY 17-18 transitioning to specified budget items. Opportunities continue to emerge to support Program Improvements in Home Visiting, to test sustainability approaches and to support the spread of immigration expertise to organizations and agencies that serve families with young children.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
At-Risk Fathers Investment	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
At-Risk Fathers Investment	$314,000	$295,000	-6.05%

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 process was implemented 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 $295,000 will be needed in FY 18-19. Resources will support the efforts of partners to further impact systems or transform systems on how to support parenting men for children under the age of five. Each site is working with systems in the County either through the training of staff, conducting focus groups with law enforcement systems, and convenings to support the development and adoption of a city-wide effort on father friendly practices for the city. Additionally, the groups also convene as experts to discuss and identify partnership opportunities with additional systems and develop a strategy/plan for a county-wide Engaging Fathers effort.

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Baby Friendly Hospitals	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Baby Friendly Hospital Project - Cycle 4	$437,000	$150,000	-65.67%

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

There is one remaining hospital funded as part of Cycle 4 of the Baby Friendly Hospital Project in FY 18-19 for $150,000. 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%)

Two Baby-Friendly Hospital grants will close before the end of the current fiscal year and one grant will remain for FY 18-19.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Birth Outcomes and Disparities – Policy and Systems Change	$500,000	$400,000	-20.00%

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 18-19. First 5 LA has an opportunity to align this initiative with the Los Angeles County Department of Public Health's (DPH) priority to eliminate African-American birth disparities. DPH is working with a broad group of stakeholders and experts countywide, known as the African-American Infant Mortality (AAIM) Workgroup to address this issue. First 5 LA funded focus groups to support strategy development for the AAIM workgroup. Following the results of this study and other sub-workgroup activity First 5 LA will refine its approach and strategies for the remainder of the allocation and expect to achieve a level of clarity that will support full expenditure of the remaining funds in FY 18-19.

Spending Plan and Funding Methodology

$400,000: The approach for expending these dollars is to be determined and will be in alignment with county and/or statewide efforts to address birth disparities for African-American women.

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

A $100,000 investment in engaging African-American women in qualitative research on their experiences with pregnancy, parenting and the health care system was made in FY 17-18. In FY 18-19 the remaining allocation is expected to be expended in partnership with countywide efforts.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Black Infant Health Program	$1,506,000	$1,463,000	-2.85%

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 18-19 marks the fifth 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 17-18 expenditures, historical spending and anticipated costs. All three grantees are implementing the new model of the state BIH Program.

1. The City of Long Beach ($220,567): 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 ($224,194): Major costs include supporting core staff to implement the program to fidelity - BIH coordinator, family health advocates (case managers), group facilitator. Other program costs include supplies for group intervention sessions and client workshops as well as training for staff. Staff support recruitment and enrollment of eligible clients into the group-based program with complementary case management.

3. The Los Angeles County Department of Public Health ($1,018,207): subcontracts with three community-based organizations to implement BIH. Major costs include: 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 18-19 funding level requested for BIH is estimated to be approximately $1,462,750.

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Little by Little/One Step Ahead Program	$3,979,000	$3,925,000	-1.35%

Program Summary

In January 2011, the Commission approved an allocation of $30 million for the One Step Ahead/Little by Little (OSA/LBL) program, a modification of the Little by Little (LBL) program previously implemented by the Public Health Foundation Enterprises-Women, Infants and Children Program (PHFE-WIC) and funded by First 5 LA. During the same year the program also underwent a name change to only “Little by Little” due to existing trademarking of the One Step Ahead name.

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 18-19 the LBL program will be in its sixth 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

Spending Plan & Methodology
HOW FUNDS WILL BE SPENT IN FY 18-19
• 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 64,261 unique WIC participants across 10 WIC site locations;
• Providing technical assistance to help WIC sites improve services and strengthen program quality;
• Ensuring client data is being collected and entered in the LBL client database system;
• Implementing fund development and sustainability plan activities in order to support the effectiveness and sustainability of the program; and
• Analyzing school readiness outcome evaluation data.

MAJOR COST AREAS
The funding level for FY 18-19 was determined based on contractor spending patterns for the past three years and the negotiated 39 month life of project contract estimates. In FY 18-19, the LBL program will provide services to a total of 64,261 unique WIC participants at $56.02/child for a total budget estimate of about $3,600,000. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 18-19:

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 $1,100,000 (28% of the overall budget).
2. Contracted Services- an estimated 7 subcontractors including 6 subcontractors delivering direct services at eight WIC sites and an implementation consultant are needed to complete the various components of the LBL direct service, marketing and intervention implementation. Total estimated expenses for subcontracts: $1,100,000 (28% of the overall budget).
3. Program Supplies- Program expenses are related to program materials (192,783 books) and brochures. Total estimated expenses for supplies: $865,000 (22% of the overall budget).
4. Operating and Administrative Costs- A total of $360,000 is estimated for space, postage, travel, mileage, indirect and other expenses (9% of the overall budget).
5. Evaluation: A budget of $500,000 is needed to continue evaluation efforts, including IRB approval and fees and significant data collection activities including home observations and surveys (13% of the overall budget).

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

Budget Fiscal Year: 2018 - 2019	Status: Proposed

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Parent Child Interaction Therapy	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Parent Child Interaction Therapy	$3,943,000	$4,428,000	12.30%

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 18-19 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;
• Indigent assistance to give agencies the ability to serve some clients that are not Medi-Cal eligible; and
• 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 18-19 expenditures of $3,840,000 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 results in cost savings.

First 5 LA is projecting FY 18-19 expenditures of $588,000 for the training provider, UC Davis, based on the proposed scope and current projected contract amount provided by the contractor.

Total proposed programmatic budget is for $4,428,000.00

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

Communities

COMMUNITIES

Authorized Positions

Director	1
Senior Strategist	1
Senior Program Officer	4
Program Officer	14
Administrative Assistant	1
Program Associate	2
Total	**23**

The Communities Department is responsible for overseeing First 5 LA's place-based effort, including community engagement, developing program and funding recommendations, capacity development, network building, and continuous learning across 14 Best Start communities in Los Angeles County. Staff lead work to develop, implement, and refine 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.

DRAFT

3) Develop Funding and Program Recommendations 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.

The Communities Department is led by the Director, who oversees three streams of work, consistent with the Strategic Plan, and is supported by an Administrative Assistant. Four Senior Program Officers, reporting to the Director, lead the work across the three Communities outcome areas.

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		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	1,912,116	1,912,116	1,658,032	1,786,272	(125,844)
	Total Employee Benefits	646,157	646,157	621,666	576,641	(69,516)
	Total Personnel Services	**2,558,273**	**2,558,273**	**2,279,698**	**2,362,913**	**(195,360)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	35,000	35,000	26,000	35,000	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	16,200	14,200	7,550	13,800	(400)
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	2,500	1,500	129	2,000	500
6260	Office Supplies	7,000	3,000	4,500	5,000	2,000
6265	Subscriptions & Publications	-	-	-	1,000	1,000
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	2,000	1,500	-	2,000	500
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	10,000	23,000	15,000	20,000	(3,000)
	Total Operating Services	**72,700**	**78,200**	**53,179**	**78,800**	**600**
Consultant Services						
6410	Consultant Fees	40,000	69,600	83,505	25,000	(44,600)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**40,000**	**69,600**	**83,505**	**25,000**	**(44,600)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,000	2,000	-	1,000	(1,000)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**2,000**	**2,000**	**-**	**1,000**	**(1,000)**
Travel Expenses						
6610	Airfare	7,000	6,000	456	8,000	2,000
6620	Lodging	8,000	7,500	3,173	8,000	500
6640	Per Diem	5,000	5,000	828	5,000	-
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**20,000**	**18,500**	**4,457**	**21,000**	**2,500**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	43,600	10,000	9,348	15,000	5,000
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**43,600**	**10,000**	**9,348**	**15,000**	**5,000**
	Total OPERATING EXPENSES	**2,736,573**	**2,736,573**	**2,430,187**	**2,503,713**	**(232,860)**

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Center for the Study of Social Policy (CSSP)		$572,000	0.00%

Program Summary

As First 5 LA shifts to a new support structure for the Best Start partnerships, careful consideration is given to the transition based on lessons learned from previous staff and contractor transitions. This program, previously embedded within the Capacity Building and Learning Program, is a three-month contract extension with the Center for the Study of Social Policy (CSSP) to support relationship-building and onboarding of the regional and local support networks.

For over six years, CSSP has worked with First 5 LA to provide capacity building support to the Best Start partnerships. The objective of CSSP's support was to providing coaching and technical assistance to prepare community partnerships to lead community change efforts by engaging the broader community, using data and accountability systems relevant to their communities, partnering with local entities and organizations that are also interested in improving results for young children 0-5, their families and the communities they live in.

A three-month contract extension will allow CSSP the time to transition from its primary responsibility of providing capacity building, training and technical assistance to the partnerships. CSSP will work alongside First 5 LA as it shifts organizational and technical support to the regional and local support structures selected in the Spring of 2018. During the three-month extension, CSSP will:

- Link the partnerships capacity building plans to the new roles and functions of the regional and local networks;
- Provide technical assistance to support initial team building and collaboration between the community partnerships and regional local networks, as needed; and
- Enable continuity of capacity building support by transferring knowledge to regional and local networks based on over 6 years of working with the community partnerships.

Spending Plan and Funding Methodology

CSSP (Center for Study of Social Policy) - 14 communities: $572,000

Estimated cost assumes that time to transition to the new structure will require an overlap of current capacity building coaching support to partnerships at full capacity for the first three months in FY 18-19 (July – September). Costs are based on FY 17-18 budget amount of $2,289,000, and incurred expenditures, which equates to a total monthly cost of $190,750.

$2,289,000/12 = $190,750 (per month at full capacity)
$190,750 x 3 months (at full capacity) = $572,250

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

In FY 17-18, CSSP description and costs were included under Capacity Building and Learning for a total of $2,289,000. The CSSP contract is only extended for three months to support the transition of the community partnerships to the new Best Start structure.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Neighborhood Action Councils		$2,250,000	0.00%

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 Regional Network 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 FY 2015-2020 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 Regional Network 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.

Other opportunities to build social connections and support civic engagement may emerge as First 5 LA cultivates strategic partnerships with public/private philanthropic partners to have a broader impact within Best Start communities.

Spending Plan and Funding Methodology

South Bay Community Counseling (SBCC): $2,250,000

Per the 2016 and 2017 long-term financial projections, the funding amount for SBCC's resident engagement program will gradually decline during the last three years of the approved strategic partnership. For example, the FY 17-18 budget for SBCC was $2,500,000, which was a $1,000,000 reduction from the prior year due to First 5 LA's programmatic shift in resident engagement under the new structure for Best Start as well as programmatic and operational efficiencies identified by SBCC. The FY 18-19 budget reflects a 12-month contract with SBCC to continue implementing resident engagement efforts and includes a 10% reduction from last fiscal year consistent with the 2017 long-term financial projections.

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

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Region 1 Central-East Regional Network		$4,236,000	0.00%

Program Summary

For the past eight years, First 5 LA has been the sole funder and primary organization providing support for the Best Start community partnerships. First 5 LA has managed 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 funded projects identified by each of the 14 community partnerships through the Building Stronger Families (BSF) grants, which are scheduled to end June 2018.

In May 2017, the First 5 LA Board of Commissioners approved a new structure for all Best Start community partnerships. The new structure, regional with local customization, was approved at a cost not to exceed a total of $15.5 million annually. The Central-East Region 1 Regional Support Network reflects this new structure for the Metro LA, Southeast LA, East LA, and South El Monte/El Monte Best Start communities.

Implementation of the new structure for all 14 community partnerships will occur in May 2018 pending Board approval of selected grantees. FY 18-19 will be the first full year of implementation.

Spending Plan and Funding Methodology

Consistent with the Board approval of the new structure, costs were prescribed in the RFP and are based on historical analysis of spending for Metro LA through a lead agency model as well as the other 13 communities managed by First 5 LA. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of implementation included in FY 17-18 budget). The FY 18-19 budget ($4,236,000) reflects the following components:

Consistent with the Board approval of the new structure, costs include regional and local level roles and functions as follows:

1. Regional level costs related to regional level roles and functions including contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, and resource mobilization: $369,000

2. Local level coordination and support costs--LSN and logistics (e.g. facilities, child care, transportation, catering, and overall administrative support) for monthly collaborative meetings, workgroups and ad hoc committees: $1,762,000 ($334,000 average per community, plus an added $426,000 to provide additional support for Metro LA per the RFP—additional funds may be added to account for the different structure of Metro LA as the pilot community operating with a different model from the other 13 communities. (Over the first few years of the new support structure, Metro LA will be progressively aligned with the other 13 communities.)

3. Local level capacity building and leadership development (training and technical assistance): $200,000 ($50,000 per community)

4. Local level community change work including communications and outreach, resident/stakeholder engagement and advocacy, and community-identified projects:

- Local level community change work including communications and outreach and resident/stakeholder engagement and advocacy: $760,000 ($190,000 per community)

- Local level community-identified projects (estimated) $1,070,000 ($60,000 Metro LA, $160,000 East LA, $300,000 Southeast LA, and $550,000 East El Monte/El Monte). Each community was allocated a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The Building Stronger Families grants were the first iteration of community identified projects. FY 18-19 estimated amounts for community-identified projects represent an estimation of the remaining balance of funds per expenditures to date from the Building Stronger Families grants.

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

5. Capacity building support that the RN (Regional Network) may need to work effectively in their new roles: $75,000. First 5 LA recognizes that organizations that step into both the RN and LN roles will likely be in different places in terms of their understanding of the work and their capacity to excel in their roles. RNs will be responsible for continually assessing the capacity needs of their own staff and those of subcontractors and striving to address those needs through the coordination of organizational capacity building.

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

New program in FY 18-19 consistent with board approval of a new structure for Best Start. Costs for initial ramp up in May 2018 are included in the FY 17-18 budget within the Community Partnerships program.

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Region 2 SLA Regional Network		$4,710,000	0.00%

Program Summary

For the past eight years, First 5 LA has been the sole funder and primary organization providing support for the Best Start community partnerships. First 5 LA has managed 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 funded projects identified by each of the 14 community partnerships through the Building Stronger Families (BSF) grants, which are scheduled to end June 2018.

In May 2017, the First 5 LA Board of Commissioners approved a new structure for all Best Start community partnerships. The new structure, regional with local customization, was approved at a cost not to exceed a total of $15.5 million annually. The South LA (SLA) Region 2 Regional Support Network reflects this new structure for the Broadway-Manchester, Compton-East Compton, West Athens, and Watts-Willowbrook Best Start communities.

Implementation of the new structure for all 14 community partnerships will occur in May 2018 pending Board approval of selected grantees. FY 18-19 will be the first full year of implementation.

Spending Plan and Funding Methodology

Consistent with the Board approval of the new structure, costs were prescribed in the RFP and are based on historical analysis of spending for Metro LA through a lead agency model as well as the other 13 communities managed by First 5 LA. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of implementation included in FY2017-18 budget). The FY 18-19 budget ($4,710,000) reflects the following components:

Consistent with the Board approval of the new structure, costs include regional and local level roles and functions as follows:

1. Regional level costs related to regional level roles and functions including contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, and resource mobilization: $369,000

2. Local level coordination and support costs--LSN and logistics (e.g. facilities, child care, transportation, catering, and overall administrative support) for monthly collaborative meetings, workgroups and ad hoc committees: $1,336,000 ($334,000 per community)

3. Local level capacity building and leadership development (training and technical assistance): $200,000 ($50,000 per community)

4. Local level community change work including communications and outreach, resident/stakeholder engagement and advocacy, and community-identified projects:

- Local level community change work including communications and outreach and resident/stakeholder engagement and advocacy: $760,000 ($190,000 per community)

- Local level community-identified projects--estimated: $1,970,000 (West Athens $550,000, Broadway/Manchester $550,000, Compton/East Compton $320,000, and Watts/Willowbrook $550,000). Each community was allocated a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The Building Stronger Families grants were the first iteration of community identified projects. FY 18-19 estimated amounts for community-identified projects represent an estimation of the remaining balance of funds per expenditures to date from the Building Stronger Families grants.

5. Capacity building support that the RN (Regional Network) may need to work effectively in their new roles: $75,000. First 5 LA recognizes that organizations that step into both the RN and LN roles will likely be in different places in terms of their understanding of the work and their capacity to excel in their roles. RNs will be responsible

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

for continually assessing the capacity needs of their own staff and those of subcontractors and striving to address those needs through the coordination of organizational capacity building. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of implementation included in FY 17-18 budget). Costs outlined below are estimates for 12 months covering FY 18-19.

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

New program in FY 18-19 consistent with board approval of a new structure for Best Start. Costs for initial ramp up in May 2018 are included in the FY 17-18 budget within the Community Partnerships program.

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Region 3 SFV Regional Network		$2,248,000	0.00%

Program Summary

For the past eight years, First 5 LA has been the sole funder and primary organization providing support for the Best Start community partnerships. First 5 LA has managed 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 funded projects identified by each of the 14 community partnerships through the Building Stronger Families (BSF) grants, which are scheduled to end June 2018.

In May 2017, the First 5 LA Board of Commissioners approved a new structure for all Best Start community partnerships. The new structure, regional with local customization, was approved at a cost not to exceed a total of $15.5 million annually. The San Fernando Valley (SFV) Region 3 Regional Support Network reflects this new structure for the Palmdale and Lancaster Best Start communities.

Implementation of the new structure for all 14 community partnerships will occur in May 2018 pending Board approval of selected grantees. FY2018-19 will be the first full year of implementation.

Spending Plan and Funding Methodology

Consistent with the Board approval of the new structure, costs were prescribed in the RFP and are based on historical analysis of spending for Metro LA through a lead agency model as well as the other 13 communities managed by First 5 LA. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of implementation included in FY2017-18 budget). The FY 18-19 budget ($2,248,000) reflects the following components:

1. Regional level costs related to regional level roles and functions including contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, and resource mobilization: $275,000

2. Local level coordination and support costs--LSN and logistics (e.g. facilities, child care, transportation, catering, and overall administrative support) for monthly collaborative meetings, workgroups and ad hoc committees: $668,000 ($334,000 per community)

3. Local level capacity building and leadership development (training and technical assistance): $100,000 ($50,000 per community)

4. Local level community change work including communications and outreach, resident/stakeholder engagement and advocacy, and community-identified projects:

- Local level community change work including communications and outreach and resident/stakeholder engagement and advocacy: $380,000 ($190,000 per community)

- Local level community-identified projects (estimated) $750,000 ($250,000 NEV, $500,000 PCN). Each community was allocated a total of $1.95 million for community identified projects through the duration of the FY2015-2020 Strategic Plan. The Building Stronger Families grants were the first iteration of community identified projects. FY2018-19 estimated amounts for community-identified projects represent an estimation of the remaining balance of funds per expenditures to date from the Building Stronger Families grants.

5. Capacity building support that the RN (Regional Network) may need to work effectively in their new roles: $75,000. First 5 LA recognizes that organizations that step into both the RN and LN roles will likely be in different places in terms of their understanding of the work and their capacity to excel in their roles. RNs will be responsible for continually assessing the capacity needs of their own staff and those of subcontractors and striving to address those needs through the coordination of organizational capacity building.

Budget Fiscal Year: 2018 - 2019	Status: Proposed

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

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

New program in FY 18-19 consistent with board approval of a new structure for Best Start. Costs for initial ramp up in May 2018 are included in the FY 17-18 budget within the Community Partnerships program.

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Region 4 Port Cities Regional Network		$2,198,000	0.00%

Program Summary

For the past eight years, First 5 LA has been the sole funder and primary organization providing support for the Best Start community partnerships. First 5 LA has managed 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 funded projects identified by each of the 14 community partnerships through the Building Stronger Families (BSF) grants, which are scheduled to end June 2018.

In May 2017, the First 5 LA Board of Commissioners approved a new structure for all Best Start community partnerships. The new structure, regional with local customization, was approved at a cost not to exceed a total of $15.5 million annually. The Port Cities Region 4 Regional Support Network reflects this new structure for the Central Long Beach and Wilmington Best Start communities.

Implementation of the new structure for all 14 community partnerships will occur in May 2018 pending Board approval of selected grantees. FY 18-19 will be the first full year of implementation.

Spending Plan and Funding Methodology

Consistent with the Board approval of the new structure, costs were prescribed in the RFP and are based on historical analysis of spending for Metro LA through a lead agency model as well as the other 13 communities managed by First 5 LA. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of implementation included in FY 17-18 budget). The FY 18-19 budget ($2,198,000) reflects the following components:

1. Regional level costs related to regional level roles and functions including contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, and resource mobilization: $275,000.

2. Local level coordination and support costs--LSN and logistics (e.g. facilities, child care, transportation, catering, and overall administrative support) for monthly collaborative meetings, workgroups and ad hoc committees: $668,000 ($334,000 per community).

3. Local level capacity building and leadership development (training and technical assistance): $100,000 ($50,000 per community)

4. Local level community change work including communications and outreach, resident/stakeholder engagement and advocacy, and community-identified projects:

- Local level community change work including communications and outreach and resident/stakeholder engagement and advocacy: $380,000 ($190,000 per community)

- Local level community-identified projects (estimated) $700,000 ($250,000 Wilmington, $450,000 Long Beach). Each community was allocated a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The Building Stronger Families grants were the first iteration of community identified projects. FY 18-19 estimated amounts for community-identified projects represent an estimation of the remaining balance of funds per expenditures to date from the Building Stronger Families grants.

5. Capacity building support that the RN (Regional Network) may need to work effectively in their new roles: $75,000. First 5 LA recognizes that organizations that step into both the RN and LN roles will likely be in different places in terms of their understanding of the work and their capacity to excel in their roles. RNs will be responsible for continually assessing the capacity needs of their own staff and those of subcontractors and striving to address those needs through the coordination of organizational capacity building. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

implementation included in FY 17-18 budget). Costs outlined below are estimates for 12 months covering FY 18-19.

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

New program in FY 18-19 consistent with board approval of a new structure for Best Start. Costs for initial ramp up in May 2018 are included in the FY 17-18 budget within the Community Partnerships program.

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Region 5 AV Regional Network		$2,068,000	0.00%

Program Summary

For the past eight years, First 5 LA has been the sole funder and primary organization providing support for the Best Start community partnerships. First 5 LA has managed 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 funded projects identified by each of the 14 community partnerships through the Building Stronger Families (BSF) grants, which are scheduled to end June 2018.

In May 2017, the First 5 LA Board of Commissioners approved a new structure for all Best Start community partnerships. The new structure, regional with local customization, was approved at a cost not to exceed a total of $15.5 million annually. The Antelope Valley (AV) Region 5 Regional Support Network reflects this new structure for the Palmdale and Lancaster Best Start communities.

Implementation of the new structure for all 14 community partnerships will occur in May 2018 pending Board approval of selected grantees. FY 18-19 will be the first full year of implementation.

Spending Plan and Funding Methodology

Consistent with the Board approval of the new structure, costs were prescribed in the RFP and are based on historical analysis of spending for Metro LA through a lead agency model as well as the other 13 communities managed by First 5 LA. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of implementation included in FY 17-18 budget). The FY 18-19 budget ($2,068,000) reflects the following components:

1. Regional level costs related to regional level roles and functions including contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, and resource mobilization: $275,000.

2. Local level coordination and support costs--LSN and logistics (e.g. facilities, child care, transportation, catering, and overall administrative support) for monthly collaborative meetings, workgroups and ad hoc committees: $668,000 ($334,000 per community).

3. Local level capacity building and leadership development (training and technical assistance): $100,000 ($50,000 per community)

4. Local level community change work including communications and outreach, resident/stakeholder engagement and advocacy, and community-identified projects:

- Local level community change work including communications and outreach and resident/stakeholder engagement and advocacy: $380,000 ($190,000 per community)

- Local level community-identified projects--estimated: $570,000 ($350,000 Palmdale, $220,000 Lancaster). Each community was allocated a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The Building Stronger Families grants were the first iteration of community identified projects. FY 18-19 estimated amounts for community-identified projects represent an estimation of the remaining balance of funds per expenditures to date from the Building Stronger Families grants.

5. Capacity building support that the RN (Regional Network) may need to work effectively in their new roles: $75,000. First 5 LA recognizes that organizations that step into both the RN and LN roles will likely be in different places in terms of their understanding of the work and their capacity to excel in their roles. RNs will be responsible for continually assessing the capacity needs of their own staff and those of subcontractors and striving to address those needs through the coordination of organizational capacity building.

Budget Fiscal Year: 2018 - 2019	Status: Proposed

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

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

New program in FY 18-19 consistent with board approval of a new structure for Best Start. Costs for initial ramp up in May 2018 are included in the FY 17-18 budget within the Community Partnerships program.

Initiative	Investment Category
Communities Strategy 2 - Coordinated Services & Supports	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Organizational Capacity Building		$503,000	0.00%

Program Summary

Since the launch of Best Start in 2009, First 5 LA envisioned community partnerships that would be made up of parents, residents, organizations, and other stakeholders that would advance a shared vision for children and families. While organizations have been part of the partnerships, the training, technical assistance and overall capacity building support that First 5 LA has provided to the partnerships have focused primarily on parents and residents. Providing support to the organizational members of the partnerships -- in addition to efforts to strengthen the individuals and collective skills of parents and residents -- builds community capacity and enables greater collective action to drive a community agenda for children and families.

Likewise, First 5 LA is promoting a network building approach through the regional and local network structure for Best Start. Through this new structure, First 5 LA is seeking to strengthen the capacity of organizations to work together and alongside parents, residents and other stakeholders around a shared vision for children and families across sectors in a way that values and respects individual and collective experiences, contributions, and perspectives.

Based on seven years of Best Start implementation experience and the values and principles embedded in the design of the new structure for Best Start, this program provides resources for capacity building support to the following:

1. Regional and Local Networks: Consultant resources to deepen understanding of the network building and policy and systems change orientation to the work as well as to facilitate the integration of the countywide trauma and resiliency informed systems change framework to support the implementation of new structure for Best Start.

2. Other Organizational Members of the Best Start Community Partnerships: Resources will be used to support capacity building opportunities -- such as in-house training and conference attendance -- for organizational staff and to leverage existing training and technical assistance opportunities through local nonprofit management support organizations such as Center for Nonprofit Management, Community Partners, Nonprofit Finance Fund, Public Health Foundation Enterprises, etc.

Spending Plan and Funding Methodology

1. Support for Regional and Local Networks: $203,000

This project will leverage the Health Systems Department's work with the Center for Collective Wisdom to incorporate the trauma and resiliency informed systems change framework into the design and implementation approaches of First 5 LA, Best Start Regional and Local Networks, and County partners.

Approximately $180,000 is for 12 month contract based on FY 17-18 contributions to the Countywide Trauma Informed Working Group and Strategic Partnership with the Center for Collective Wisdom to work with the Communities Department during the last five months of FY 17-18. Each of these expenditures were approximately $75,000. Estimating approximately 100 hours per month to support five regional networks and First 5 LA staff in incorporating the countywide trauma and resiliency informed systems change framework into Best Start implementation.

100 hours x $150 per hour (composite rate) = $15,000 per month x 12 months = $180,000

An additional $23,000 is reserved for content area experts on topics such as network building and policy and systems change.
150 hours x $150 per hour (composite rate) = $22,500 ($23,000 rounded)

2. Training and technical assistance for organizational members of the Best Start community partnerships = $300,000
Consistent with the approach for the ECE Policy Advocacy Fund, Community Opportunities Fund, and the Policy Advocacy Fund, costs include up to 20 hours of training and technical assistance for up to 20 organizations that are

Initiative	Investment Category
Communities Strategy 2 - Coordinated Services & Supports	2015-2020 Strategic Plan: Focusing for the Future

members of the Best Start community partnerships but are not formal, contracted members of the Best Start regional and local networks. Estimate is $60,000 per region for a total of $300,000.

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	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Built Environment Policy Advocacy Fund		$750,000	0.00%

Program Summary

The Built Environment Policy Advocacy (BE Policy Advocacy) is a multi-year grant program to strengthen the capacity of community advocacy organizations working on built environment policies, programs, and projects that have an impact on families and young children. The fund will focus on the core built environment portfolio: access to healthy food, transportation, and parks and open space. The goal of BE Policy Advocacy is to build the capacity of community-based organizations and advocates to work with communities and advocate for healthy places and spaces for children and families. Based on lessons learned from the implementation of the Community Opportunity Fund, Policy Advocacy Fund and ECE Policy Advocacy Fund, First 5 LA will hire an intermediary to administer the grants program and provide technical assistance and grants management.

Through BE Policy Advocacy, First 5 LA can play a role in "building the field" of advocates and encourage innovative projects, policies, and programs with the ultimate outcome that Community Based Organizations have the capacity to ensure the voices of parents and families are integrated in policy making and decisions for the built environment. Also, First 5 LA can play a role, through Link, in building the capacity of municipalities so that they can compete for and leverage funding sources to create healthier environments for children and families.

Spending Plan and Funding Methodology

Based on the structure of the ECE Policy Advocacy Fund, it is expected that 15% of the total ($115,000) will be allocated to support the intermediary role including personnel, provision of technical assistance, and convenings.

The remaining $635,000 will support providing grants to strengthen the capacity of community based organizations and advocates to work with communities to advocate for healthy places and spaces for children and families. The grants are modeled after the Community Opportunities Fund which supported capacity building in varying amounts (up to $150,000 each).

Total Fund--$750,000:
$115,000 intermediary
$635,000 grants

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	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Link Advocates Governments Families and Parks (Link)		$300,000	0.00%

Program Summary

Link Advocates Governments Families and Parks (Link) will institutionalize the Zamora Park approach of engaging residents and building the capacity of municipalities to advocate for better parks and open space in disadvantaged communities. The goal of Link is to build the capacity of municipalities to engage community residents and stakeholders in the development and implementation of comprehensive plans that position them to compete for and leverage impending park and open space funding. This investment presents an opportunity to support municipalities as they prepare for the release of Measure A funding in 2019.

The Zamora Park approach of engaging cities, municipalities, and residents is intended to create systems change that benefit children and families. This project came out of the El Monte/South El Monte Best Start communities and involved a group of residents working with the local government as well as the Trust for Public Land to leverage millions of dollars in state funding to renovate a heavily utilized park. With the passage of Measure A, as well as programs on the state level, millions of dollars will be invested in parks and open space in the coming decades. Link will ensure that children and families, especially parents from Best Start partnerships, are engaged in the decision making process so that they can benefit from these funds. Link also builds off of the recommendations of the "Measure Matters" report created by USC PERE (Program for Environmental and Regional Equity) and funded by First 5 LA. This report cites the involvement of residents in the decision making process as a key strategy to ensure the equitable implementations of Measure M and A.

Staff is exploring potential partnership with other funders to think through and plan an approach to support collaboration between cities, community-based organizations and park experts to develop a comprehensive park plan in anticipation of the release of Measure A funding in 2019.

Spending Plan and Funding Methodology

First 5 LA's investment is estimated to be approximately $300,000 to support at least two cities, within Best Start geographic boundaries, identified as a high or very high need study area on the county parks needs assessment. Selection of these cities will be based on whether a Best Start community partnership has identified parks as a priority issue.

Estimated costs based on research on staff time, plan development and dissemination costs for similar community planning initiatives, such as the Pacoima Urban Greening Vision Plan at $150,000 funded by the California Strategic Growth Council and the Pacoima Wash Vision Plan at $100,000 per year funded by the LA County Department of Public Health PLACE Program. These projects supported collaboration between park experts, city government, and local community-based organizations for outreach and engagement in park planning. Based on funding for these types of projects ranging from $100,000 to $150,000 per year, the proposed budget for Link is $150,000 per selected city to support collaborative efforts to develop a comprehensive park plan in anticipation of the release of Measure A funding in 2019.

$150,000 x 2 cities within Best Start geographic boundaries = $300,000

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities Strategy 3 - Built Environment Policy & Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Legacy Investments	$556,000	$206,000	-62.94%

Program Summary

This program area represents investments from the FY 2009-2015 Strategic Plan that are continuing in FY 18-19. One legacy investment falls within this category:

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' markers in Los Angeles County. Families receive a dollar-for-dollar match up to $10.00 that can only be spent on fruit and vegetables at the farmers' market. This investment is scheduled to end in FY 18-19.

Spending Plan and Funding Methodology

$206,000 remaining in this project allowing Market Match to continue to offer the match incentive through November 2018.

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

Variance is the result of only one legacy investment remaining: Market Match.

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Capacity Building Consortium		$518,000	0.00%

Program Summary

This program facilitates peer learning and continuous quality improvement across grantees and across strategies in the Communities Outcome area. The launch of the Consortium will begin with Strategy 1, Community Leadership and Collaboration, by convening the Best Start regional and local networks. The intent is to foster relationship building and learning exchanges between the regional and local networks across regions. As grantees and partners are selected under the other two strategies -- Coordinated Services and Supports and Built Environment -- these organizations will be included in the Consortium in an effort to foster cross-sector learning and continuous improvement.

This program also includes resources to continue to support the convening of all 14 Best Start community partnerships in an effort to facilitate cross-community learning and build on lessons learned from First 5 LA's support of learning communities since 2015. Currently, First 5 LA contracts with a consultant team to work with community members to design and facilitate these learning communities. This contract ends June 30, 2018, which provides an opportunity to consolidate the consortium and cross-community learning communities under a single contractor.

Resources for this program include coordination, facilitation, and logistics associated with the Consortium and cross-community learning communities.

Spending Plan and Funding Methodology

Capacity Building Consortium/Learning Community Design and Implementation:
Costs are based on historical budgeted amounts for cross-community and grantee learning communities as well as staff coordination of these activities. It is anticipated that these activities will be included in a contract with an external contractor. Costs outlined below. Costs are based on annualized estimate of $690,000 reduced to estimated 9 months of costs, assuming a September 2018 launch date. All costs listed below are annualized cost. Total cost reduced to reflect 9 months of anticipated implementation.

Estimated Annualized Costs
a. Consortium/Learning Communities Design, Planning, & Coordination: $576,000
Approximately 80 hours per week x up to $150 per hour (composite rate) = $12,000 x 4 weeks/month = $48,000 x 12 months = $576,000

b. Consortium Convening = $36,000
Up to six peer learning sessions for Best Start Regional and Local Networks = $6,000 x 6 = $36,000

c. Learning Communities: $78,000
Proposed budget based on historical expenditures for logistics (venue, child care, catering, translation/interpretation) averaging approximately $15,000 per cross-community learning community.

d. Logistics for up to four learning communities
$15,000 x 4 = $60,000
Four cross-community learning communities planned annually @ approximately 150 participants each.

e. Guest Speakers/Panel
$1,500 x 3 speakers = $4,500
$4,500 x 4 learning communities = $18,000
Guest speakers/panel are included at an honorarium for up to three speakers per learning community.

Nine-Month Estimated Cost
Annualized Costs/12 months = $57,500
$57,500 x 9 months = $517,500 ($518,000 rounded)

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

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

In FY 17-18, Consortium description and costs included under Capacity Building and Learning. Costs increased from $132,000 in FY 17-18 to reflect additional planning and full year implementation.

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Integrated Transition Planning (ITP)		$63,000	0.00%

Program Summary

In May 2018, First 5 LA will begin transitioning key operational functions of the Community Partnerships to Best Start regional and local networks that have the capability, values, and approach required to support a collaborative, community-change initiative. This short-term outcome, articulated in the Best Start RFP, underscores the importance of clarifying the critical path to transition as well as the philosophy, expectations and methods for engaging staff and key partners throughout the first year of implementation. Staff acknowledged the need for an integrated plan that would clearly delineate the various streams of work and engagement points required to achieve a smooth transition from First 5 LA to the regional and local network teams.

The Integrated Transition Plan is designed to facilitate the coordination of various work streams to achieve key milestones for Year 1 of the new structure for Best Start. In FY 17-18, First 5 LA contracted with LF Leadership to help staff coordinate the following work streams:

1) Community Partnership Transition: Preparing the community partnerships for the implementation of the new structure through a shared understanding of how and when roles and responsibilities will change under the new structure.
2) Regional and Local Networks Transition: Orienting, onboarding and integrating the regional and local network teams and the community partnership.
3) Building Stronger Families Grantee Transition: Facilitating learning and reflection about the activities implemented through the Building Stronger Families grants, which ending June 30, 2018.
4) Best Start Learning Agenda: Finalizing the learning questions and approach for understanding the evolution of Best Start under the new structure.
5) Communications: Developing the key messages and tools to support clear and consistent communication throughout the transition process.
6) Communities Department Transition: Supporting the shift from a primary focus on community partnership operations to an expanded role and internal structure that deepens the ability to connect, facilitate and leverage First 5 LA's and other county, regional, and local investments within Best Start communities.

LF Leadership will provide structure and tools to track progress on the Integrated Transition Plan to support staff work planning, decision-making, sequencing and coordination of the work streams outlined above. The contract with LF Leadership began in FY 17-18 and will continue into FY 18-19.

Spending Plan and Funding Methodology

The consultant selected in FY 17-18, via a solicitation to the pool, will continue to provide services in FY 18-19 for a period of 10 months in an amount not to exceed $63,000. Consultant support resources will remain at the same level in FY 18-19 - $63,000 represents approximately 10 months which is well within the contracted amount.

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

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Local, Regional, and Countywide Convenings		$104,000	0.00%

Program Summary

As the Communities Department implements a new structure for Best Start and pivots to a greater emphasis on policy and systems change to make things better for children and their families, staff will begin to engage and convene stakeholders to build and strengthen relationships with decision-makers, other funders, and cross-sector leaders to build a shared vision and momentum around children and families. An example is the Antelope Valley Transportation Forum convened by staff to connect transportation decision-makers to parents in an effort to influence how transportation decisions are made to better support children and families. Staff will also create opportunities to convene others investing in Best Start communities in an effort to integrate and leverage these investments. This program supports these types of convenings across all three strategies in the Communities Outcome area.

This program also supports the continuation of Best Start Leadership Summits. Since January 2016, staff has convened leadership group members from the 14 Best Start community partnerships to share information, promote relationship building across the 14 communities, and provide a forum for community leaders to engage in dialogue with First 5 LA.

A new component to this program is the Topic Interest Groups (TIGs). A TIG is a committee that includes First 5 LA staff, Best Start community leaders, and regional and local network representatives interested in collaborating on special projects and initiatives. TIGs drive their work through time-bound activities, discussions, and work plans that further the goals of the interest area related to First 5 LA's programmatic and policy work. Staff anticipates the implementation of up to three TIGs during FY18-19. The first will be the Data, Learning & Evaluation Topic Interest Group (TIG) focusing on the completion of the Best Start Learning Agenda. Other potential TIGs include ones on built environment and trauma informed systems.

Resources will be used to support convening at the local, regional and countywide levels.

Spending Plan and Funding Methodology

Total for Local, Regional and Countywide Convening = $128,000

Cost estimates as follows:

a. Stakeholder Engagement Convening: $26,000
Based on historical expenditures, and experience with similar activities, costs include resources for 26 convenings (two per 13 Program Officers) at $1,000 each for decision-makers, other funders, and cross-sector leaders = $26,000

b. Leadership Summit: $30,000
Based on historical expenditures of approximately $15,000 per Leadership Summit for up to 150 people for costs such as venue, facilitator, child care, food, translation/interpretation. Estimated 2 convenings = $30,000

c. TIGs (Topic Interest Groups): $48,000
Based on historical expenditures for meetings, such as Transition Team and Healthy Food Guidelines Focus Group. Costs estimated at approximately $6,000 per TIG meeting for costs such as venue, child care, food, translation/interpretation for approximately 20 people. Estimating the implementation of two TIGs @ 4 meetings each = 8 meetings = $6,000 x 8 = $48,000

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

New program in FY 18-19. Leadership Summits were included under Capacity Building and Learning in FY 17-18.

Initiative	Investment Category
Communities - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Opportunities - Communities Outcome Area	$480,000	$250,000	-47.91%

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 1 – Broader Community Building & Engagement: First 5 LA is part of a larger ecosystem of resources, relationships, investments and efforts to improve conditions within the geographical boundaries of Best Start communities. This investment area provides resources to support local innovation and maximize opportunities to collaborate with public and private philanthropic partners and leverage other efforts within Best Start communities.

Communities Strategy 2 - Organizational Capacity Building: 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 networks and capacity building, which will allow First 5 LA to advance and/or leverage the coordination of services and supports within Best Start communities. An example of potential opportunities include pilot projects that might emerge from the Office of Child Protection County Prevention Plan, Networking the Networks workgroup co-facilitated by First 5 LA.

Communities Strategy 3 - Built Environment: 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 Cross-Strategy Investments - Capacity Building & Learning: 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

In FY 17-18, the Communities Department developed guidelines for consideration of the proposed emerging opportunities across strategy areas. This process will continue in FY 18-19. To date, five projects have completed the department-level review process and are in various stages of implementation. These projects have ranged from $60,000 to $75,000. Funds remaining from these projects will be expended in FY 18-19 as follows:

• Immigration Deportation Defense Fund to establish Rapid Response for Immigrant Children in partnership with Liberty Hill Foundation and First 5 LA's Strategic Partnerships Department. Project total: $74,500. Approximate balance for FY 18-19: $50,000

• Los Angeles Walks--a pedestrian and transportation advocacy organization--to create a policy briefing, an advocacy plan, and a symposium that will outline the challenges, lessons learned, and policy opportunities for parents and families to advocate for safer streets along the Vision Zero High-Injury Corridors – the corridors and intersections in Los Angeles where the highest rates of severe injuries and deaths as a result of traffic collisions occurs. Project Total: $60,000. Balance for FY 18-19: $30,000

Additional projects may be supported under this related to emerging projects in partnership with the SELA Collaborative ($40,000) and a potential partnership with the Discovery Cube Center ($75,000). These projects will be further explored and anticipated amounts are included in this budget. Remaining resources of $55,000 are included to allow flexibility to partner with other funders, county government, and municipalities as community context shifts due to unknown variables at this time.

Budget Fiscal Year: 2018 - 2019	Status: Proposed

Initiative	Investment Category
Communities - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

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

Projected costs reflect projects in the queue for FY 17-18 that will be implemented during FY18-19 and a substantially reduced amount for additional emerging opportunities in FY 18-19.

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 L.A. County have access to high quality, affordable early care and education so that they enter kindergarten ready to succeed in school and life. To achieve that goal, ECE Department is responsible for developing programmatic and funding recommendations (design, development, and implementation) and management of projects that support the early care and education of young children.

The work of the ECE department is organized by the three strategies within the ECE outcome area of the strategic plan: (1) ECE Policy and Advocacy, (2) Quality Rating and Improvement Systems (QRIS), and (3) Professional Development of the ECE Workforce. Within these three areas, staff are responsible for:

- **Program Development** - Designing strategies, researching best practices and budgeting the resources required for investments.
- **Partnership Management** - Cultivating and maintaining relationships with key stakeholders to support a shared vision for children 0-5 and their families.
- **Stakeholder Engagement: -** Engaging and managing communication among key stakeholders and building relationships across diverse stakeholders groups.
- **Grant and Contract Management -** Developing funding mechanisms (i.e. RFPs, RFQs, etc.), negotiating and monitoring contracts, acting as a thought partner and problem solving with grantees/contractors as needed.
- **Learning and Continuous Improvement** - Reflecting on lessons learned, applying learning to strategies and sharing key knowledge both internally and externally.
- **Strategy Integration -** Aligning, layering and sequencing of First 5 LA investments across First 5 LA outcome areas to better support children 0 to 5 and their families.

The ECE Department is led by the Director who oversees the three streams of work, consistent with the Strategic Plan, and is supported by an Administrative Assistant. Each stream is led by a Senior Program Officer that reports to the Director of ECE.

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	799,340	799,340	507,512	794,317	(5,023)
	Total Employee Benefits	219,625	219,625	180,969	237,181	17,556
	Total Personnel Services	**1,018,965**	**1,018,965**	**688,481**	**1,031,498**	**12,533**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	2,400	2,400	2,167	2,400	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	2,400	2,400	1,300	2,400	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,260	1,260	195	1,200	(60)
6265	Subscriptions & Publications	230	230	-	300	70
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	3,000	6,000	4,602	6,000	-
	Total Operating Services	**9,290**	**12,290**	**8,264**	**12,300**	**10**
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	1,500	-	-	-	-
	Total Consultant Services	**1,500**	**-**	**-**	**-**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,100	2,100	-	2,100	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**2,100**	**2,100**	**-**	**2,100**	**-**
Travel Expenses						
6610	Airfare	5,780	5,780	4,237	5,780	-
6620	Lodging	6,000	6,000	3,192	6,000	-
6640	Per Diem	3,500	6,500	**5,428**	6,000	(500)
6650	Other Travel Expense	-	500	773	1,000	500
	Total Travel Expenses	**15,280**	**18,780**	**13,630**	**18,780**	**-**
Professional Development						
6810	Training Materials & Supplies	-	500	-	500	-
6820	Internal Training	-	4,500	-	3,000	(1,500)
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	20,500	10,500	7,279	10,000	(500)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**20,500**	**15,500**	**7,279**	**13,500**	**(2,000)**
	Total OPERATING EXPENSES	**1,067,635**	**1,067,635**	**717,654**	**1,078,178**	**10,543**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 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 18-19 will continue utilizing the same methodology formula as FY 17-18 of $3 million per year broken down into the following activities:

1. $100,000 to cover the 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 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 opportunity grants. The number and size of the emerging opportunity grants has not yet been determined; this 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 to the Advancement Project- California, Child360, Children Now, Early Edge, Los Angeles Area Chamber of Commerce, and The Alliance.

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Educare Policy and Advocacy	$100,000	$300,000	200.00%

Program Summary

The launch of Educare Los Angeles at Long Beach presents an opportunity for First 5 LA to advance public policy and advocacy by utilizing data that demonstrates high-quality early learning education. Additionally, there is an opportunity to utilize Educare data and explore evaluation strategies to demonstrate high quality practices and impact on dual language learners. On 2/08/18 the First 5 LA Commission approved a Strategic Partnership with Educare Los Angeles at Long Beach through June 30, 2021 for a total cumulative amount not to exceed $1,000,000 and authorized staff to execute an initial 16 month contract with an intended start date of March 1, 2018 for an amount not to exceed $400,000.

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.

FY 18-19 funds will focus on expanding: 1) professional development for ECE educators; 2) access to the mental health system; 3) family engagement practices, and 4) local evaluation efforts.

Spending Plan and Funding Methodology

FY 18-19 First 5 LA funds will focus on expanding:
1) professional development for ECE educators with a focus on Educare as a training site;
2) access to the mental health system;
3) family engagement practices, and
4) local evaluation efforts.

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

Educare's Strategic Partnership was approved in February 2018 with a contract start date of March 2018. FY 18-19 will be the first full year of funding.

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Kindergarten Readiness Assessment	$530,114	$1,945,000	266.90%

Program Summary

First 5 LA will continue to work with school districts across LA County to promote the collection and use of Kindergarten Readiness Assessment data. By using the Early Development Instrument (EDI) as a KRA tool, our KRA efforts will continue to 1) support existing and emerging KRA/EDI efforts in Los Angeles County; 2) facilitate a group of early care and education systems change leaders to support the implementation of KRA/EDI and the use of data for systems change; and 3) convene an exploratory group of communities to provide them with the opportunity to learn about the existing KRA/EDI efforts in Los Angeles County and potential applicability to their community.

Spending Plan and Funding Methodology

1. KRA Pilot Implementation Effort ($1,035,000)

Cost includes:
• Teacher honorariums for 809 teachers at $250 per teacher in order to compensate them for data collection and training ($202,250)
• School personnel costs at 12 communities implementing EDI ($257,500)
• Miscellaneous costs (i.e. meeting materials, printing, etc) at $12,000 per school district (14 school districts). ($168,000)
• Teacher convenings 9 communities at $14,000 per community ($126,000)
• KRA Anchor community agency support costs for 9 communities at $31,250 per community. ($281,250)

Budget assumption:
• Continue working with 7 current KRA communities and adding 5 new communities.

2. KRA Technical Assistance: UCLA ($708,000)

UCLA's Center for Healthier Children, Families and Communities will be responsible for the following for the scope of services: 1) EDI community outreach for emerging districts; 2) EDI data analysis and reporting; 3) Individual coaching; and 4) Facilitating the regional shared learning network for Los Angeles County.

3. KRA Technical Assistance: UNITE-LA ($180,000)

The Los Angeles County Stewardship for Early Childhood will 1) Utilize KRA data and lessons from EDI Pilot Communities to advocate for policy and systems changes, revenue enhancements, and resource allocations at the county, state and federal levels; 2) Understand the challenges and lessons of early EDI adopters to inform countywide expansion of a common KRA; and 3) Explore and develop opportunities to expand the use of the EDI across L.A. County communities and school districts by engaging system-level partners who can play a role in either inhibiting or enabling KRA implementation.

4. KRA Professional Services ($22,000)

Contracted services to assist with KRA monthly contract management for each of the anticipated 14 KRA contract agreements. $150/hour for 12 hours for 12 months = $21,600.

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

There are three main factors for the change in funding from FY 17-18: 1) UCLA's FY 17-18 contract was initially approved for $767,000 but ultimately split into fiscal year 17-18 and 18-19; 2) FY 18-19 includes a new contract with Unite-LA to provide technical assistance by establishing the Los Angeles County Stewardship for Early Childhood; 3) First 5 LA will be adding an additional 5 communities for KRA/EDI implementation.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Early Childhood Educators Improving Quality (CCALA)	$745,000	$141,000	-81.07%

Program Summary

As approved by the First 5 LA Commission on June 9, 2016, the focus of the Early Childhood Educators Improving Quality project is to continue delivering quality coaching support services to providers who had previously been engaged in existing LA County QRIS efforts. Coaching includes: support in environment rating scales (ERS), increasing positive adult-child interactions, and providing support for family engagement practices.

Spending Plan and Funding Methodology

Cost savings in program implementation over the last two years has allowed for a three-month extension of this project into FY 18-19. Costs were calculated based on the FY 17-18 contract to extend maintaining quality improvement engagement with at least 75 Early Care and Education sites over the course of the three month project period. These estimates include:

Personnel Costs
Positions include: executive director, program coordinator, project coordinator, finance manager, HR support, and office manager, for a total of $17,168.

Contracted Services
CCALA will continue working with five (5) R&Rs in delivering coaching to at least 75 providers. Each agency will receive an allocation of $22K, covering one coach, one part-time supervisor, as well as space, equipment, and supplies, for a total estimated cost of $114,000.

Other Costs
Includes: Printing/Copying, Telephone, Postage, Supplies, Mileage and Travel, Training Expenses, and Indirect Costs, for a total estimated cost of $4,492.

Evaluation
Includes staff at the Child Care Resource Center to support evaluation efforts at a total cost of $5,000, which includes 50 hours of Research Analyst time at $50/hour, 32 hours of Research Manager time at $75/hour.

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

The reduction in spending for FY 18-19 from FY 17-18 is due to only 3 months of expenditures in FY 18-19 versus a full year of costs in FY 17-18. Work will be completed by September 30, 2018.

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
QRIS Architects Group and Systems Planning	$1,242,000	$463,000	-62.72%

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 First 5 CA 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 First 5 CA's IMPACT Initiative, First 5 LA 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: Child360 (formerly known as 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 County's Local Planning Council, the Child Care Planning Committee. In Los Angeles County, our IMPACT funding focuses 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. During FY 17-18, the QRIS Architects identified the need to extend the TEST phase of the Architects work beyond FY 17-18 and into FY 18-19. As such, the TEST phase of the work will continue through the next fiscal year. The TEST phase of the Architects model will largely focus on implementing and 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

VIVA Strategy + Communications - $321,175

The FY 18-19 costs are based on a preliminary scope of work and budget developed by VIVA to extend the current Strategic Partnership beyond its current end date of June 30, 2018. The estimated budget is $321,175 for FY 18-19, which includes approximately 2,200 hours of staff time, travel costs, and supplies associated with facilitation of QRIS-related discussions among the LA County QRIS Architects.

Participation Grants – $133,875

In order to partially offset the costs associated with the time, effort and commitment of the QRIS Architects, as in prior years, First 5 LA will provide participation grants to participating organizations. To calculate the grant amount, the following assumption was used: 97.5 hours, at a rate of $150/hour, for 9 staff from 5 participating entities (one agency opted out of the grant). In addition, $450 per agency is budgeted for mileage costs to travel to and from the required Architect meetings.

(97.5 hours *$150 * 9 participants) + ($450 * 5 agencies) = $133,875

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. These costs are paid for out of First 5 CA T&TA Hub Funds.

Budget Fiscal Year: 2018 - 2019	Status: Proposed

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

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

The LACOE Data System contract (approx. $800,000) which had previously been included here, has been removed from this line item and added to a new line item titled QRIS Database.

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
QRIS Continuous Site Engagement	$13,842,000	$13,501,000	-2.46%

Program Summary

A majority of the project costs in FY 18-19 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 18-19, Child360, formerly LAUP, will continue to incorporate decisions made by the QRIS Architects into the QRIS model. To further advance our organizations' respective strategic plans, Child360 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 Child360's Master Agreement on June 30, 2016, an estimated $50.5 million remained in the fund balance. We anticipate Child360's budget for FY 18-19 will utilize $13.5 million of those remaining funds, representing a similar spending pattern as in FY 17-18 as activities will be largely unchanged from prior years. The remaining fund balance available after June 30, 2019 will depend on spending patterns in FY 17-18 as well as FY 18-19, but can be estimated at $9.03 million. The FY 18-19 contract will focus on the provision of QRIS supports and ratings to 239 sites, representing 51% of the required number of sites for the IMPACT grant (remaining sites will be served through the California State Preschool Program (CSPP) QRIS Block Grant). Activities are aligned with the newly developed QRIS model in Los Angeles County and will include: coaching, rating, professional development for coaches as well as providers, 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.

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
These costs include honorariums for participating sites' professional development, Tier 4 Block Grants, Tier 5 Block Grants, and workforce participation.

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;

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

Liability Insurance; IT telephone; Printing/Copying Lease; Software and licenses; Payroll Processing Fees; Services and Maintenance; and Postage & Shipping.

Indirect Costs
Derived from 8.3% of Total Direct Cost

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
QRIS Database	$0	$895,000	0.00%

Program Summary

First 5 LA established a three-year Strategic Partnership with the Los Angeles County Office of Education (LACOE) that allows for the establishment of a common Quality Rating and Improvement System (QRIS) data system (iPinwheel) for Los Angeles County. As Data System Administrator for the Los Angeles County QRIS, LACOE will contract with iPinwheel to provide a database system for use by early learning providers. Under the partnership, First 5 LA shares costs with LACOE and provides the staffing required to support the use of the database by our county partners.

Spending Plan and Funding Methodology

Costs were calculated based on the FY 17-18 contract to continue development and administration of the data system. These estimates include:

Salaries & Benefits - $365,000
These positions include for: 1-FTE System Administrator, Program Manager, 2 senior data processing specialists, Executive Director, QSLA Program Manager, Assistant Director-Planning & Resources Development, Business Operations Manager, Budget Analyst, Project Coordinator, Principal Accountant, Financial Operations Consultant, and Accountant.

Other Operating Expenses - $140,000
Expenses include: CLASS & ERS publishers fees, office supplies, mileage/travel.

iPinwheel training - $25,000
Providing specialized training on iPinwheel to Los Angeles County users.

iPinwheel Data System - $365,000
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 early learning providers.

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

In FY 17-18, this Program was within the QRIS Architects Group and Systems Planning Program line item. For FY 18-19 it is moved to its own separate program.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Shared Services Support	$200,000	$200,000	0.00%

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 18-19 will be the third 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 18-19, 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 2 coalescing alliances, and launch at least 1 new shared service alliance.

Spending Plan and Funding Methodology

Shared Services Technical Assistance Project:
FY 18-19 represents the third year of a partnership with Opportunities Exchange as a part of the ECE Shared Services Technical Assistance Project. The total FY 18-19 budget is $200,000. The following activities were taken into account when developing the FY 18-19 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 17-18 budget and anticipated need
- At least 4 current shared service alliances are active

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

no change

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Early Childhood Education Credential Advocacy Project	$790,000	$700,000	-11.39%

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 will be led by Partnership 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 third year of this four year project, PEACH will continue to implement its advocacy plan, convene Los Angeles County colleges and universities to advocate for the ECE Credential and connect with other advocacy groups to plan strategies around ECE workforce development. In addition, PEACH will continue an element of the work focused on the integration and alignment of the ECE Competencies in college and university courses. This component of the project strengthens the pathway in the higher education system for an ECE Credential.

Spending Plan and Funding Methodology

FY 18-19 represents the third 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 $700,000. The following activities were taken into account when developing the FY 18-19 budget:

• $570,000 – Contracted services to coordinate PEACH collaborative and stipends for participating faculty from colleges and universities. This includes $150,000 for two PEACH Co-Lead Consultants to lead the overall strategy, $110,000 for the PEACH Program Director to lead the day-to-day work, $53,000 for the PEACH Los Angeles Program Coordinator to manage logistics (collaborative meetings, conference calls, travel, etc.) and $257,000 for faculty stipends.

• $40,000 – Mileage and travel for PEACH representatives to attend both local and state meetings (i.e. CTC meetings, ECE Advisory Panel, ECE Coalition)

• $40,000 – Training and meeting expenses including stakeholder convenings, advocacy training for PEACH members and onsite ECE Competencies mapping training for LA County colleges and universities.

• $50,000 – Other costs including printing/copying, telephone, postage, supplies, evaluation and an administrative fee to the fiscal agent.

Budget Assumptions:

• Based on FY 17-18 budget and projected decrease in organization capacity-building needs

• At least 20 community colleges and CSUs will participate in the project

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Early Childhood Educator Competencies Curriculum Project	$45,650	$700,000	1433.40%

Program Summary

The Early Childhood Educator 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 California Early Childhood Educator Competencies. 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 18-19, up to seven organizations that provide professional development to early educators will be selected as grantees. Over the life of the project, the grantees will embed the ECE Competencies in their training programs. To support the grantees, the project is contracting with a training and technical assistance provider who will lead training, coaching and a peer learning community with the grantees.

Spending Plan and Funding Methodology

FY 18-19 represents the 2nd year of this new project as a part of the ECE Outcome Area in First 5 LA's 2015-2020 Strategic Plan. The first year of the project focused on the selection of the ECE Competencies Training and Technical Assistance Provider and the development of a four-day training for grantees. In year two of the project, the focus will be on selecting the seven ECE Competencies grantees. Once selected, the ECE Competencies Training and Technical Assistance Provider will lead training, coaching and a peer learning community for the grantees. The estimated FY 18 -19 budget is $700,000 based on historical expenditure trends and anticipated need. The following activities were taken into account when developing the budget:

• $210,000 – ECE Competencies Training and Technical Assistance Provider will develop and facilitate four days of training, two peer learning communities and seven technical assistance sessions with the ECE Competencies grantees. The four day training will be provided to 14 – 20 participants who are staff at ECE Competency grantee organizations.

• $490,000 – First 5 LA will award grants of $70,000 annually to up to seven ECE professional development organizations (grantees). Grantees will participate in training, a peer learning community and coaching. As a part of their activities, grantees will develop action plans and begin refining and/or developing training programs for early educators that incorporate the ECE Competencies. Training programs will be tested with early educators in the following fiscal year.

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

Due to a shift in the ECE Competencies Curriculum strategy and a staffing shortage in First 5 LA's ECE Department, the ECE Competencies grantees were not selected in FY 17-18. Although the ECE Competencies Training and Technical Assistance provider was selected and began their work, grants for ECE professional development organizations that were budgeted for FY 17-18 were delayed. It is anticipated that ECE professional development grants will be awarded in July 2018.

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
ECE Workforce Registry	$650,000	$665,000	2.30%

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 (including QRIS) to integrate the Registry, outreach to the ECE workforce as well as local and state level coordination and advocacy. The FY 18-19 budget will remain the same as the previous year in order to accommodate staff to assist with Registry operations including outreach, data entry and technical support. The following costs are expected for FY 18-19:

- Labor costs: - Estimates include labor hours to achieve and submit the agreed upon deliverables listed in the scope of work, which include managing and maintaining the Registry system, guarding the privacy of data, outreach, and providing support to Registry users. Cost estimates for this category are consistent with spending patterns in previous fiscal years. Total = $500,000.

- 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. Cost estimates for this category are consistent with spending patterns in previous fiscal years. Total = $130,000.

- Additional costs: CCALA will contract for the design and presentation of the Annual Report, and to consult with the Statewide Manager of the Registry. The Statewide Manager would be responsible for: overseeing and managing Registry development; implementing the current Registry Development Plan; identifying and assessing development needs; and promoting local and statewide sustainability. Total = $35,000.

Budget assumptions:
• A similar amount of Registry development costs are anticipated for FY 18-19
• Staff qualifications will be verified to support QRIS implementation in LA County

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Opportunities - ECE Outcome Area	$100,000	$400,000	300.00%

Program Summary

Resources will be utilized for projects that emerge to support implementation of the 2015-2020 Strategic Plan. Currently identified projects may include planning support for the LA County Office of Child Protective Services (OCP) and for the Office for the Advancement of ECE (OAECE) as well as support for Pomona Unified to pilot a Pay for Success project which aims at reinvesting cost savings for ECE programs and services. Other projects could include implementing specific strategies identified from the OCP and OAECE planning as well as further analyzing results from the Child Care Needs Assessment.

Spending Plan and Funding Methodology

OAECE Strategic Plan Development ($15,000)
Contracted professional services to facilitate and guide the Strategic Plan development.

OCP Technical Assistance ($50,000)
Contracted professional services to facilitate and guide the ECE Prevention Workgroup in identifying objectives, tasks and timeline for their work.

PUSD Reinvest In Success Preschool Pilot ($300,000)
FY 2018-2019 First 5 LA funds will focus on
1) PUSD personnel
2) contracted services
3) pilot start-up costs

TBD - (35,000)
The funding level was determined based on the assumption that First 5 LA funds would be leveraged with funding from other sources/funders.

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

Additional funds are being requested in FY 18-19 to implement emerging opportunities that align with the ECE outcome area and will help further the Strategic Plan.

Health Systems

HEALTH SYSTEMS

Authorized Positions

Director	1
Senior Program Officer	2
Program Officer	6
Administrative Assistant	1
Total	**10**

The Health Systems Department is committed to advancing practice change across child and family serving systems to help all children in L.A. County achieve their optimal development.

The Department is responsible for developing funding and program recommendations 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 two 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 is led by the Director, who oversees two streams of work consistent with the Strategic Plan and supported by a part-time Administrative Assistant. Each of the two work streams is led by a Senior Program Officer that reports to the Director.

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	720,071	716,371	519,780	842,454	122,383
	Total Employee Benefits	219,844	219,844	198,412	241,847	22,003
	Total Personnel Services	**939,915**	**936,215**	**718,192**	**1,084,301**	**144,386**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	1,920	920	797	2,400	1,480
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	1,800	1,800	1,500	1,800	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,200	1,200	1,138	1,200	-
6265	Subscriptions & Publications	500	500		500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	1,000	1,000	2,149	2,000	1,000
	Total Operating Services	**6,420**	**5,420**	**5,584**	**7,900**	**2,480**
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	-	-	-	-	-
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,000	-	-	2,000	2,000
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**2,000**	**-**	**-**	**2,000**	**2,000**
Travel Expenses						
6610	Airfare	5,200	6,800	4,600	5,200	(1,600)
6620	Lodging	11,000	13,400	3,275	11,000	(2,400)
6640	Per Diem	4,200	5,400	3,182	4,200	(1,200)
6650	Other Travel Expense	-	-	1,416	-	-
	Total Travel Expenses	**20,400**	**25,600**	**12,473**	**20,400**	**(5,200)**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	19,600	21,100	11,950	19,600	(1,500)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**19,600**	**21,100**	**11,950**	**19,600**	**(1,500)**
	Total OPERATING EXPENSES	**988,335**	**988,335**	**748,199**	**1,134,201**	**142,166**

Initiative	Investment Category
Health Strategy 1 - Early Identification and Intervention	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Help Me Grow	$518,000	$2,610,000	403.86%

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 18-19 will focus on supporting LA County Department of Public Health's (LACDPH) transition and on-boarding as the HMG Organizing Entity responsible for both the Centralized Access Point and Data Collection and Analysis components. First 5 LA will be lead for Community and Family Engagement as well as Health Care Provider Outreach. Both DPH and First 5 LA's work will be guided by the HMG-LA early planning process that took place in FY16-17/17-18 and resulted in a set of recommendations captured in a final report, Promoting Young Children's Optimal Development. It is anticipated that RFPs and strategic partnerships will be developed in FY 18-19 to support the work of the core components.

Spending Plan and Funding Methodology

Budget categories align with key areas of work that emerged from the Help Me Grow-LA early design and planning process and articulated in the HMG-LA Leadership Council and Workgroup Recommendation Report. They include: 1) Core Infrastructure, 2) Community Focused, 3) Policy and Systems Change, and 4) Evaluation. Budget was rounded up to nearest 1,000.

Core Infrastructure includes costs associated with HMG-LA Organizing Entity (LACDPH), Leadership Advisory Committee, Family Advisory Committee, Centralized Access Point, Data Collection and Analysis as well as Child Health Provider Outreach work. Community Focused work includes Community and Family Engagement, Integration of HMG-LA with other First 5 LA investment/outcome areas, First Connections initiative, Demonstration Communities as well as Marketing and Communications. And last, Policy and Systems Change includes our partnership with HMG-National, HMG-CA, systems mapping, as well as other local and statewide advocacy efforts.

Staff used budgets/expenditure data from other HMG sites (Orange County), as well as both past and current First 5 LA investments that had a similar focus/scope (e.g. CDN for data collection and analysis, ECOPI (DPH staffing costs), Best Start (advisory council costs), ECE's WestEd Contract, and Peer Support Groups for Parents project. First Connections costs were established due to projects being in full implementation. FY 18-19 estimates are based on a 5-year spending projection completed in Fall 2017, incorporating need, timeline and proposed contract amounts.

1. CORE INFRASTRUCTURE

A. Organizing Entity (LACDPH lead) $1,000,000- Board approval is anticipated in May 2018 with a projected contract start date of July 1, 2018. Major costs include personnel, consultant support, space, program supplies and

Initiative	Investment Category
Health Strategy 1 - Early Identification and Intervention	2015-2020 Strategic Plan: Focusing for the Future

equipment. LADPH's FY 18-19 deliverables include planning and implementing the HMG Leadership Advisory Committee and the Family Advisory Committee which includes stipends for parents. In addition, LADPH is also responsible for implementation planning for the HMG Centralized Access Point and Data Collection and Analysis, which will be completed LADPH staff. Lastly, LADPH is also responsible for engaging with City of Long Beach Department of Health and Human Services and City of Pasadena Public Health Department.

B. Child Health Provider Outreach (First 5 LA lead) $180,000- includes LA Care Pilot as well as additional provider training and outreach, including continued engagement with American Academy of Pediatrics-Chapter 2.

2. COMMUNITY FOCUSED

A. Community and Family Engagement (First 5 LA lead) $22,000- Costs include supporting family and community engagement activities to inform the implementation of HMG-LA.

B. First Connections (First 5 LA lead) $950,000- Board approved funding of $1.9 million for FY 18-19 and FY 19-20 (November 2017), assumes continued level of service as well as informing the implementation of HMG-LA with a focus on community engagement and service delivery.

C. Marketing and Communications (First 5 LA lead) $250,000- includes social media and web platform development, branding and marketing, etc.

3. POLICY AND SYSTEMS CHANGE

A. HMG TA Support (First 5 LA lead) $83,000- includes potential consulting and technical assistance support (e.g. HMG-National and other consultant support), also includes costs to support HMG-CA to coordinate, advocate and provide technical assistance across all California HMG sites.

4. EVALUATION

A. $124,250 (First 5 LA lead) 5% of total Health Strategy 2- Early Identification/Developmental Screening/Connection to Services budget

Change from Prior Year (if >+-20%)
Change from previous year is a result of shifting away from early design and planning towards program implementation.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Health Strategy 2 - Trauma-Informed Care	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Trauma-Informed Care	$700,000	$827,000	18.14%

Program Summary

In FY 18-19, First 5 LA will continue to bring together County departments, foundations and key stakeholders on an ongoing basis as part of a Trauma and Resiliency-Informed Systems Change Work 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 workgroup and implementation of strategies. The focus of FY 18-19 will be to invest in demonstration projects and document challenges and lessons learned to inform scaling up and sustainability of county wide systems change work.

Additionally, First 5 LA's Health Systems and Communities Departments are partnering to advance a trauma and resiliency informed approach within First 5 LA's work within Best Start and County agencies. This work will include:
1) Regional and Local Networks: Consultant resources to facilitate the integration of our trauma and resiliency informed systems change framework into First 5 LA's approach to how it supports the regional network grantees by providing peer learning and reflection sessions to promote principles such as peer support, collaboration and mutuality, voice, choice, and self-agency into ongoing learning and reflection activities.
2) County Partners: Consultant resources to support County partners- such as the Office of Child Protection, Department of Mental Health and Department of Children and Family Services- as they develop and implement strategies that promote network building in the context of historical individual and community-level trauma.

Spending Plan and Funding Methodology

First 5 LA, in partnership with other funders, 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 and resiliency-informed care workgroup and identification of demonstration projects that align with the action plan strategies.

1) Trauma & Resiliency-Informed Care Working Group: $100,000
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 $237,000
This will support demonstration projects that align with the strategies included in the county-wide report 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. Our partnership with Long Beach Department of Health and Human Services is included in this section as well as the DMH Innovations 2 leveraging opportunity.

3) Alignment with other First 5 LA Investments $375,000
These funds will support the process of aligning and transforming other First 5 LA investments to be trauma informed. Specific investments identified for FY18-19 are with our Communities department, this funding leverages resources within the Communities Department programmatic budget and also supports potential work related to implementation of the Office of Child Protection's Prevention Plan. In addition, this section may support First 5 LA's internal transformation to become trauma informed, potential activities include organizational assessments and staff training.

4) Research & Data Development: $40,000
These funds will support the costs associated with possibly evaluating First 5 LA's partnership building work and/or service delivery system improvement investments.

Initiative	Investment Category
Health Strategy 2 - Trauma-Informed Care	2015-2020 Strategic Plan: Focusing for the Future

5) Communications & Marketing: $65,000
These funds will support costs associated with co-branding public awareness campaigns and other communications related activities to increase awareness of the issues of trauma and resiliency.

6) Policy: $10,000
These funds will support statewide policy and advocacy related activities through the California Campaign to Counter Childhood Adversity (4CA).

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

The change in funding between FY 17-18 and FY 18-19 is due to the progression of strategy implementation. A number of demonstration projects have been identified with our county system partners but the timeline for investment takes longer in partnership with others.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Health - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Opportunities - Health Outcome Area	$250,000	$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 18-19 fiscal year which align with the strategic plan desired outcomes and goals, with relation to the Health Outcome Area. Projects have not yet been specifically identified but opportunities may include: a partnership with the recently proposed new LA County office, The Office of Violence Prevention (OVP), as well as a prospective partnership with the LA County Office of Child Protection (OCP), with a particular focus on trauma-informed care.

Spending Plan and Funding Methodology

A total of $250,000 has been identified for FY 18-19 emerging opportunity needs.

First 5 LA will continue to monitor the external landscape for opportunities that may emerge during FY 18-19 which align and promote First 5 LA's Health-related goals and desired outcomes.

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Children's Dental Care	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Children's Dental Care Program	$7,217,000	$372,000	-94.84%

Program Summary

The Children's Dental Care Program (CDCP) funded three Strategic Partnerships with the University of California Los Angeles (UCLA), University of Southern California (USC) and Western University, with a total allocation of $38 million across 5 years. The project centered around activities related to providing direct services but also planning and setting up the needed infrastructure to provide these services. Both UCLA and Western University's contracts ended in FY 17-18. USC's contract warranted a no-cost extension (an additional 6 months through August 2018) due to unanticipated bureaucratic barriers that resulted in programmatic delays in establishing a new clinic site at the Children's Medical Village at LAC+USC Medical Center.

Spending Plan and Funding Methodology

A 6-month no cost extension was granted to allow USC the time to meet Scope of Work deliverables tied to the new clinic site, including meeting the total number of children served. Budget estimates for 2-months of this 6-month extension are included in the FY 18-19 budget.

USC's anticipated expenses for July-August 2018 are based on FY 17-18 spending and remaining contract dollars.

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

Two of the three contracts ended in FY 17-18. One contract was granted a no-cost extension through August 2018. Only two months of expenditures for the last contract are included in FY 18-19. This program will end in FY 18-19.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
211 LA County	$1,240,000	$620,000	-50.00%

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

Board approved (March 2018) a 6-month extension for the period of July 2018 through December 2018 in the amount of $620,000.

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

Change in funding level is a result of 6-month budget to be funded in FY18-19. FY17-18 included 12-month budget.

ATTACHMENT D:

POLICY & STRATEGY DIVISION

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DETAIL BY PROGRAM AND OPERATING COSTS

POLICY & STRATEGY DIVISION SUMMARY FY 2018-19

		FY 2017-18							
		Revised Budget	Policy & Strategy Division	Communications	Community Relations	Public Policy and Government Affairs	Strategic Partnerships	Proposed Budget	Variance from FY 2017-18
Personnel Services									
Salaries									
	Total Salaries	3,028,471	372,095	867,176	530,034	790,219	625,384	3,184,908	156,437
	Total Employee Benefits	895,871	85,329	262,549	174,269	202,120	196,176	920,443	24,572
				-					
	Total Personnel Services	**3,924,342**	**457,424**	**1,129,725**	**704,303**	**992,339**	**821,560**	**4,105,351**	**181,009**
Operating Services									
6205	ADP-Payroll	-	-	-	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-	-	-	-
6215	Utilities	-	-	-	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	15,680	2,500	3,000	4,900	3,500	1,600	15,500	(180)
6230	Telephone	-	-	-	-	-	-	-	-
6235	Cell Phone & Mobile Devices	12,800	1,200	2,400	3,000	4,800	4,200	15,600	2,800
6240	Outside Printing & Publishing	17,000	-	15,000	-	5,000	-	20,000	3,000
6245	Other Supplies	-	-	-	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	3,600	-	3,600	3,600
6260	Office Supplies	10,500	1,000	5,000	1,200	3,000	1,000	11,200	700
6265	Subscriptions & Publications	5,100	500	1,500	600	10,500	500	13,600	8,500
6270	Capital Outlay	-	-	-	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-	-	-	-
6290	Offsite Storage	18,900	-	18,900	-	-	-	18,900	-
6295	Hardware & Software Maintenance	3,000	-	3,500	-	-	-	3,500	500
6300	Miscellaneous/Contingency	-	-	-	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-
6310	Internal Meetings	40,300	5,000	11,500	4,000	15,000	3,000	38,500	(1,800)
6315	Divisional Capacity Building	-	25,000	-	-	-	-	25,000	25,000
	Total Operating Services	**123,280**	**35,200**	**60,800**	**13,700**	**45,400**	**10,300**	**165,400**	**42,120**
Consultant Services									
6410	Consultant Fees	29,200	-	-	15,000	-	-	15,000	(14,200)
6420	Other Professional Fees	-	-	-	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-	-	-	-
	Total Consultant Services	**29,200**	**-**	**-**	**15,000**	**-**	**-**	**15,000**	**(14,200)**
Professional Services									
6510	Audit	-	-	-	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-	-	-	-
6540	Professional Dues	5,252	1,000	1,472	2,000	-	1,000	5,472	220
6550	Staff Recruitment	-	-	-	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-	-	-	-
	Total Professional Services	**5,252**	**1,000**	**1,472**	**2,000**	**-**	**1,000**	**5,472**	**220**
Travel Expenses									
6610	Airfare	70,700	14,000	13,000	7,200	50,000	7,800	92,000	21,300
6620	Lodging	46,500	8,000	14,000	9,000	15,000	10,000	56,000	9,500
6640	Per Diem	24,110	5,500	7,000	2,500	11,000	2,500	28,500	4,390
6650	Other Travel Expense	4,700	-	-	2,000	5,000	2,000	9,000	4,300
	Total Travel Expenses	**146,010**	**27,500**	**34,000**	**20,700**	**81,000**	**22,300**	**185,500**	**39,490**
Professional Development									
6810	Training Materials & Supplies	-	-	2,600	-	-	-	2,600	2,600
6820	Internal Training	-	-	12,000	-	18,400	-	30,400	30,400
6830	Leadership Programs	-	-	-	-	-	-	-	-
6840	Conference Registrations	83,700	8,000	20,000	12,000	9,000	12,000	61,000	(22,700)
6850	External Education/Training	-	-	11,000	6,000	9,000	10,200	36,200	36,200
	Total Professional Development	**83,700**	**8,000**	**45,600**	**18,000**	**36,400**	**22,200**	**130,200**	**46,500**
	Total OPERATING EXPENSES	**4,311,784**	**529,124**	**1,271,597**	**773,703**	**1,155,139**	**877,360**	**4,606,923**	**295,139**

DRAFT

Policy & Strategy Division Support

POLICY & STRATEGY DIVISION SUPPORT

Authorized Positions

Vice President, Policy & Strategy	1
Manager, Special Projects	1
Executive Assistant & Division Coordinator	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. The Manager of Special Projects and Executive Assistant and Division Coordinator also report directly to the Vice President of Policy and Strategy.

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		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	349,830	349,830	294,550	372,095	22,265
	Total Employee Benefits	78,575	78,575	63,186	85,329	6,754
	Total Personnel Services	**428,405**	**428,405**	**357,737**	**457,424**	**29,019**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	800	2,800	1,578	2,500	(300)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	1,200	1,200	-	1,200	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,000	1,000	234	1,000	-
6265	Subscriptions & Publications	500	500	121	500	-
6270	Capital Outlay	-		-	-	-
6275	Equipment-Rents & Leases	-		-	-	-
6280	Building Repair & Maintenance	-		-	-	-
6285	Equipment Repairs & Maintenan	-		-	-	-
6290	Offsite Storage	-		-	-	-
6295	Hardware & Software Maintenan	-		-	-	-
6300	Miscellaneous/Contingency	-		-	-	-
6305	Stipend/Honorarium	-		-	-	-
6310	Internal Meetings	2,000	5,000	5,460	5,000	-
6315	Divisional Capacity Building	-	-	-	25,000	25,000
	Total Operating Services	**5,500**	**10,500**	**7,394**	**35,200**	**24,700**
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**-**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	1,000	150	1,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**1,000**	**150**	**1,000**	**-**
Travel Expenses						
6610	Airfare	11,000	13,000	7,257	14,000	1,000
6620	Lodging	8,000	8,000	4,491	8,000	-
6640	Per Diem	5,500	5,500	2,876	**5,500**	-
6650	Other Travel Expense	-		2,564	-	-
	Total Travel Expenses	**24,500**	**26,500**	**17,188**	**27,500**	**1,000**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	15,500	8,500	-	8,000	(500)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**15,500**	**8,500**	**-**	**8,000**	**(500)**
	Total OPERATING EXPENSES	**474,905**	**474,905**	**382,469**	**529,124**	**54,219**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Policy & Strategy - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Opportunities - Policy & Strategy	$75,000	$75,000	0.00%

Program Summary

First 5 LA's strategic direction and role in Los Angeles County requires the organization to remain nimble enough to act on new developments, given the complexity of the systems and partnerships that influence our work. $75,000 in flexible funding is identified to respond to emerging needs or unanticipated opportunities when identified to align with the organizational direction and strategic plan. These resources will allow First 5 LA to respond in a timely manner and seize time-critical opportunities as they arise. Funds will address issues that fall under the purview of the Policy & Strategy Division, such as immigration.

Spending Plan and Funding Methodology

Funding is set aside in support of projects or activities in FY 18-19, which have not yet been identified. Funding estimates are based on past amounts funded to support emerging opportunities.

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

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**
Intermittent Event Staff	750 hours

The Communications Department oversees First 5 LA's communications activities, and represents one of six Board-identified and approved investment strategies to advance the outcomes of First 5 LA's 2015-2020 Strategic Plan.

In FY 17-18, 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. In FY 18-19 these shifts include refinements in staffing designed to better serve and implement First 5 LA's communications strategies and the department's 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 continue to advance agency goals in four ways:

- Build the First 5 LA Brand
- Engage Decision Makers
- Elevate Awareness and Create Urgency
- Support Internal Communications

Department Roles & Responsibilities
The Communications Department is structured with three main focuses: Marketing Strategies to engage 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 content and its distribution through a variety of platforms to connect parents and caregivers to First 5 LA's mission and to advance its programmatic and policy goals. This team also leads the creation of public awareness, public education and public will building

campaigns, including the development of messaging and media placements, and provides thought leadership and strategic counsel on how best to connect with various audiences.

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 Communications Department and with staff throughout First 5 LA's departments and workgroups to develop and execute communications projects.

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. The team's work will include the support of cross-community projects and high-level communications capacity development and coordination of partners and grantees.

The Communications Department staff also provides communications and marketing counsel to other departments and workgroups 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 respond 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 18-19 budget includes $12,000 to pay these employees an average of $16 an hour. In FY 18-19, the Communications Department is proposing to meet its event management and staffing needs through the RFQ process. If enacted, funding for this purpose will shift to the Communications Department's program budget.

Additional temporary support staff will be utilized on an as-needed basis to support the Communities Department and their Best Start effort's alignment with 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.

COMMUNICATIONS

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	838,750	838,750	1,134,212	867,176	28,426
	Total Employee Benefits	244,749	244,749	202,668	262,549	17,800
	Total Personnel Services	**1,083,499**	**1,083,499**	**1,336,880**	**1,129,725**	**46,226**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	3,000	3,000	2,264	3,000	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	2,400	2,400	500	2,400	-
6240	Outside Printing & Publishing	15,500	15,500	45,017	15,000	(500)
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	101	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	5,000	5,000	1,852	5,000	-
6265	Subscriptions & Publications	1,500	1,500	2,378	1,500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	18,900	18,900	6,022	18,900	-
6295	Hardware & Software Maintenan	3,000	3,000	1,355	3,500	500
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	15,000	15,000	946	11,500	(3,500)
	Total Operating Services	**64,300**	**64,300**	**60,435**	**60,800**	**(3,500)**
Consultant Services						
6410	Consultant Fees	10,000	10,000	-	-	(10,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**10,000**	**10,000**	**-**	**-**	**(10,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,252	1,252	-	1,472	220
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,252**	**1,252**	**-**	**1,472**	**220**
Travel Expenses						
6610	Airfare	8,500	8,500	10,766	13,000	4,500
6620	Lodging	9,500	9,500	5,411	14,000	4,500
6640	Per Diem	5,500	5,500	3,990	7,000	1,500
6650	Other Travel Expense	-	-	1,043	-	-
	Total Travel Expenses	**23,500**	**23,500**	**21,210**	**34,000**	**10,500**
Professional Development						
6810	Training Materials & Supplies	-	-	-	2,600	2,600
6820	Internal Training	-	-	-	12,000	12,000
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	31,000	31,000	3,308	20,000	(11,000)
6850	External Education/Training	-	-	-	11,000	11,000
	Total Professional Development	**31,000**	**31,000**	**3,308**	**45,600**	**14,600**
	Total OPERATING EXPENSES	**1,213,551**	**1,213,551**	**1,452,978**	**1,271,597**	**58,046**

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Communications & Marketing	$6,044,000	$6,121,000	1.27%

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 18-19, 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 education campaigns, 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, research into the attitudes of the general public and parents on issues that affect early childhood development, sponsorships and collateral materials to elevate awareness of First 5 LA's brand.

The Communications Department budget also builds upon previous investments to organizations and news outlets to build their capacity to cover early childhood development issues, helping First 5 LA elevate awareness of issues and engage decision makers. By elevating these issues through thoughtful reporting, in outlets trusted and respected by decision makers, First 5 LA can create opportunities for policy and systems change to address the issues parents with young children face.

Funding for communications and marketing specific to the Communities Department is included and will be used to support the Best Start effort's Regional Support Network vendors.

Spending Plan and Funding Methodology

The FY 18-19 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; estimates to create and develop digital properties such as websites and blogs, 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 giveaways and other items; and costs associated with the development, implementation and evaluation of paid media placements.

Program Detail
1) $2,420,000 GENERAL MARKETING AND COMMUNICATIONS SUPPORT FOR FIRST 5 LA PROGRAMS, EFFORTS, AND INITIATIVES:
During FY 18-19, 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 $1,420,000 for strategic communications and marketing services to build First 5 LA's brand, engage decision makers, elevate awareness and urgency and support staff-led internal communications efforts, along with communications support and coordination for County agency efforts aligned with First 5 LA's goals, $150,000 for the development and redevelopment of First 5 LA digital properties, including its main website, parenting site and new work to support the Help Me Grow LA effort, $325,000 for content creation to support public education campaigns, research and testing, implementation, and content development and distribution supporting the Families Outcome Strategy 1, $325,000 for editorial, translation, video production, website updates and other content creation support services, and $200,000 for

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

event management and production.

First 5 LA's agency of record will continue to be Ogilvy, a world-wide advertising, marketing and public relations agency with offices in Los Angeles and Sacramento. The primary cost components are personnel staff hours.

Building upon the work that was executed during FY 17-18, Ogilvy will continue to lead several communications streams of work critical to First 5 LA's policy and systems change initiatives, as well as provide strategic counsel to advance organization-wide goals. The FY 18-19 scope of work will be comprised of additional brand awareness strategies, launch of new brand messaging for internal and external audiences, audit and development of First 5 LA main website, parenting website and to support the Help Me Grow LA effort, social media content creation and paid media strategy implementation, development of public awareness campaign and distribution strategy across platforms, earned media support to engage both core audiences (decision makers and parents), public affairs counsel and strategy supporting the Policy & Strategy Division, as well as communication support for community work.

Estimated spending is based on historical expenditures along with scope of work estimates for activities planned in FY 18-19.

2) $800,000 - STRATEGIC MARKETING TO SUPPORT FIRST 5 LA PUBLIC EDUCATION CAMPAIGNS:
These funds support the strategic planning, advertising placement and other logistical support services involved in public education campaign marketing that includes the following platforms: out-of-home (billboards, bus shelters, store signage); television and local cable, radio, newspaper; digital platforms, as well as other emerging advertising and media platforms to support First 5 LA's marketing efforts targeting the general public on the shared responsibility and shared benefit of prioritizing young children in policy and budget decisions. These efforts also will include targeted appeals to parents, stakeholders, decision makers and the general public.

The Communications Department will continue its strategy of expanding its advertising placements to other emerging channels to broaden the impact of First 5 LA's marketing efforts and to reach audiences that do not consume traditional media, such as broadcast TV and terrestrial radio.

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 (ECE) 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 the Los Angeles Preschool Advocacy Initiative (LAPAI) Coalition communications effort, a 2-year, $1,000,000 effort. Its goal 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. First 5 LA's funded $200,000 in FY 17-18 toward this effort. The allocation of $200,000 in FY 18-19 would conclude the funding commitment for this project.

4) $561,000 STRATEGIC PARTNERSHIPS TO ENGAGE DECISION MAKERS ON EARLY CHILDHOOD 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 were slated to begin in FY 16-17, but Year 1 funding did not begin until FY 17-18.

Building on these previous efforts, First 5 LA has developed strategic partnerships with Fostering Media Connections to produce impactful reporting on child maltreatment prevention, early childhood development and trauma-informed care, Pacific Oaks College to create an early childhood reporting fellowship focused on helping establish consistent local and national media coverage of children's issues.

Funding also will support a strategic partnership with Future of Children, a collaboration of the Woodrow Wilson School of Public and International Affairs at Princeton University and the Brookings Institution. This partnership will include a conference and other events to target policy makers and practitioners to support an issue of their Future of Children journal focusing on universal home visiting and subsequent.

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

The strategic partnerships are funded as follows:
• The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics: $125,000 (Year 2 of a 3-year partnership)
• The USC Annenberg Center for Health Journalism's Children's Health Matters Blog: $61,000 (Year 2 of a 3-year partnership)
• The USC Annenberg Center for Health Journalism National Health Journalism Fellowship: $36,000 (Year 2 of a 3-year partnership)
• The Pacific Oaks College Early Childhood Journalism Fellowship: $164,000 (Year 1 of a 2-year partnership)
• Fostering Media Connections: $125,000 (Year 1 of a 4-year partnership)
• The Future of Children: $50,000 (Year 1 of a 1-year partnership)

All of these partnerships will be used to complement the advocacy efforts of the Public Policy and Government Affairs Department.

5) $325,000 STRATEGIC PARTNERSHIPS TO ADVANCE THE FAMILIES OUTCOME AREA
Funds will be used for strategic sponsorships with local television ($225,000) and radio outlets ($100,000) for Public Service Announcements (PSAs), broadcast and digital advertising, and content integration, such as in-show segments focused on early childhood development that will complement First 5 LA's public education campaigns. This amount is based on FY 17-18 spending for similar strategic partnerships approved by the Board.

6) $125,000 STRATEGIC PARTNERSHIP WITH THE FIRST 5 ASSOCIATION FOR COORDINATED COMMUNICATIONS EFFORTS
This funding would continue 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) $250,000 RESEARCH AND DEVELOPMENT OF COMMUNICATIONS AND MARKETING STRATEGIES
In FY 17-18, the Communications Department engaged in research projects to help develop the next phase of its ongoing family strengthening campaign public education campaign and to learn more about parents attitudes toward home visiting and First 5 LA's Welcome Baby program.

The Communications Department will continue this research in FY18-19 with the objective of learning more about the attitudes the general public toward prioritizing young children in policy and budget decisions, parenting and the experiences of parents of children prenatal to age 5 in Los Angeles County, along with continuing research to help develop and refine marketing strategies in the Welcome Baby program in order to increase its utilization.

The Communications Department would share this research externally to engage decision makers and stakeholders, and to propel First 5 LA's legislative agenda and advocacy efforts.

The budget for this program is based on previous spending on similar research project in FY17-18.

8) $150,000 COORDINATED COMMUNCIATION SUPPORT OF FIRST 5 LA GRANTEES, PARTNERS
First 5 LA has more than 100 grantees that support its overarching goal to help every child be ready for success in kindergarten and in life. The work of these grantees ranges from direct advocacy on legislation to providing home visitation and community capacity building services. This work is part of the First 5 LA story. Sharing stories of these grantees successes and challenges is an opportunity to elevate awareness, create urgency and engage decision makers on early childhood development issues.

This effort takes into the account the needs, capabilities and capacity of grantees, and is designed to build the capacity of selected grantees to tell their stories to elevate issues and create a sense of urgency for action. Building grantees' communications capacity also may aid grantees in their development efforts, supporting their long-term sustainability.

The budget for this program was determined using scope of work estimates developed by strategic marketing and communications agencies for similar projects.

9) $475,000 STRATEGIC SPONSORSHIPS TO ELEVATE AWARENESS OF FIRST 5 LA'S MISSION AND

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

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 17-18, 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, for an estimated total of $250,000. This assumes an average contribution of $10,000 per event, and would allow First 5 LA to support up to 25 events in FY 18-19. This line item also includes $225,000 to fund a renewal of our strategic partnership agreement with the Dodgers, and sponsorships for the LA Times Festival of Books, Los Angeles Zoo, Grand Performance, Pasadena Pavilion, Levitt Pavilion Summer Concert Series, Ford Theatre Concert Series, CicLAvia and the Los Angeles County Bicycle Coalition Riveride. Funding estimates are based on refinements in our estimates of event sponsorships.

10) $600,000 COMMUNICATIONS SUPPORT FOR COMMUNITIES DEPARTMENT PROGRAMS AND EFFORTS:
This funding will be used to provide communications and marketing support for the Communities Department's programs and stakeholder engagement efforts as the department implements a new structure for Best Start and pivots to a greater emphasis on policy and systems change. Support includes the production of collateral materials, promotional items, digital and video content production, social media ad placements, and consultants and temporary staff to support and execute cross-community communications efforts. This also includes support to Best Start Regional Support Networks to develop distinct branding for the community partnerships.

11) $250,000 PROMOTIONAL AND COLLATERAL MATERIALS TO BUILD FIRST 5 LA'S BRAND:
This funding supports First 5 LA's printing and collateral needs agency-wide and also support the creation, production and distribution of the Parenting Guide, a quarterly publication, a variety of collateral material and mission-aligned promotional items to inform the public and targeted audiences of our mission, vision and our work.

This amount is based on historical spending on the Parenting Guide of approximately $110,000 per year, along with estimates of an additional $40,000 on collateral materials used at multiple events to help engage with our audience. The additional $100,000 is based upon estimates from previous spending on printing for agency-wide needs in FY 17-18 and additional projected printing, postage and mailing needs in FY 18-19.

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

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Conference Funding	$300,000	$250,000	-16.66%

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 funding parameters established in FY 16-17 and used in FY 17-18. The timeline for the application process is the following, with each grant period awarding up to $125,000:

- April 2018: Open application submission period to fund conferences/events for the period of July 1 – December 31, 2018
- October 2018: Open application submission period to fund conferences/events for the period of January 1 – June 30, 2019

If there are insufficient applications to fulfill $125,000 in awards during the first application period, the remaining dollars will roll over to the second application period.

Budget Fiscal Year: 2018 - 2019	Status: Proposed

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
Manager, Community Relations	2
Community Relations Officer	2
Total	**5**

The Community Relations Department builds relationships with municipalities, school districts, civic/community organizations and parent/resident leaders throughout the County -- complementing the organization's community building and advocacy work -- to create potential leveraging/partnership opportunities that will advance our community, policy and systems change goals.

As one of First 5 LA's newer departments, Community Relations Department is aligned to support organization-wide work as outlined in the 2015-2020 Strategic Plan. This also includes focusing 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:

- **Building and maintaining relationships with local municipalities, school districts, civic organizations and grassroots community leaders to increase First 5 LA's ability to drive and leverage its resources and partnerships to have greater influence and impact on policy and its four outcome areas.**
    - The Community Relations Department is building its relationships with local municipalities in order to initiate champion-building among local elected officials and administrators on early childhood issues, advocate for "kid friendly cities" by supporting the development of local policy and ordinances, and promote the civic engagement and advocacy of parent/caregiver leaders.
    - With local school districts, building and maintaining relationships that support staff in the implementation of First 5 LA's four outcome areas as well as promoting the civic engagement and advocacy of parent/caregiver leaders.
    - Developing alliances with civic/community organizations, particularly those outside the early childhood sphere, by identifying points of intersections between their issues and early childhood.

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- **Facilitating advocacy training, communications and relationship building between parent/caregiver leaders and civic leaders.**

    - Support Best Start leadership (as well as other parent and caregiver leaders) by strengthening their advocacy, communications and relationship building skills with local public officials, community based organizations and media outlets.
    - Create leadership opportunities that allow for parents and caregivers to move to a new place with the ability to influence local decision-makers and inform county-wide policy and systems change.

- **Exploring the development, implementation and management of First 5 LA's Parent and Caregiver Advisory Council (PCAC).**
    - The Community Advisory Council provides an opportunity to learn from the voices and insights of parent leaders that enhance, strengthen, and improve First 5 LA's planning processes, decision-making, policy advocacy and communication with the broader community.
    - The Community Advisory Council also serves as a platform to expand parent leadership and influence into diverse policy environments (e.g.: county, municipal, community, etc.) beyond First 5 LA.

The staff of the Community Relations Department represents First 5 LA in community meetings, activities, events and coalitions. Community Relations connects and coordinates relationships and partnership opportunities with appropriate First 5 LA leadership, divisions and staff.

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COMMUNITY RELATIONS

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	506,941	506,941	378,845	530,034	23,093
	Total Employee Benefits	167,189	167,189	151,765	174,269	7,080
	Total Personnel Services	**674,130**	**674,130**	**530,610**	**704,303**	**30,173**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	4,820	4,820	379	4,900	80
6230	Telephone	-	-		-	-
6235	Cell Phone & Mobile Devices	3,000	3,000	1,500	3,000	-
6240	Outside Printing & Publishing	-	-		-	-
6245	Other Supplies	-	-		-	-
6250	Postage & Delivery	-	-		-	-
6255	Educational Supplies	-	-		-	-
6260	Office Supplies	1,000	1,000	842	1,200	200
6265	Subscriptions & Publications	600	600	147	600	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	4,000	4,000	91	4,000	-
	Total Operating Services	**13,420**	**13,420**	**2,959**	**13,700**	**280**
Consultant Services						
6410	Consultant Fees	15,000	13,000	-	15,000	2,000
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**15,000**	**13,000**	**-**	**15,000**	**2,000**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,000	2,000	-	2,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**2,000**	**2,000**	**-**	**2,000**	**-**
Travel Expenses						
6610	Airfare	7,200	7,200	2,730	7,200	-
6620	Lodging	9,000	9,000	4,509	9,000	-
6640	Per Diem	2,310	2,310	1,932	2,500	190
6650	Other Travel Expense	-	2,000	239	2,000	-
	Total Travel Expenses	**18,510**	**20,510**	**9,410**	**20,700**	**190**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	12,000	12,000	3,990	12,000	-
6850	External Education/Training	-	-	-	6,000	6,000
	Total Professional Development	**12,000**	**12,000**	**3,990**	**18,000**	**6,000**
	Total OPERATING EXPENSES	**735,060**	**735,060**	**546,969**	**773,703**	**38,643**

Initiative	Investment Category
Community Engagement and Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Parent and Caregiver Advisory Council	$186,000	$103,000	-44.62%

Program Summary

First 5 LA recognizes that parents and caregivers experiences provide valuable insight in the direction and development of policies and programs needed to help strengthen families and improve the communities in which they live. As a result approaches are being considered to directly engage parents in informing some of First 5 LA's planning processes and decision-making to the first of which is to establish a Parent and Caregiver Advisory Council (PCAC).

While the PCAC is still in an exploratory stage, it is designed to provide parents and caregivers (PCAC participants) an opportunity to share their thoughts, considerations, and experiences with First 5 LA staff. In turn, these insights will help inform staff's planning and implementation of First 5 LA investments, priorities, and communication with the broader community. First 5 LA will also provide PCAC participants with support to engage and share their voice with government structures such as LA County government and municipalities, to help inform the development and implementation of civic policies and programs.

Resources for FY 18-19 will be used to formalize a proposed framework for community members to convene and communicate their opinions, share experiences and expertise, and facilitate coordination of First 5 LA's priorities at the community level. Funding will go to PCAC program and charter design that will be foundational support and engage parents and caregivers from throughout Los Angeles County.

Spending Plan and Funding Methodology

These figures are based on similar work and costs within Best Start and the former Transition Team program. These costs reflect approximately 25 people participating in the PCAC Orientation and Community Advisory Council meetings. Participants include council members, consultants, vendors, and Community Relations staff. Costs, pending approval and review, are anticipated for the latter part of the FY.

Parent and Caregiver Advisory Council (PCAC): $103,000

1. Program Design: $6,000
• Contractor (Development) ($6,000)

2. PCAC Orientation: $40,700
• Contractor (Facilitator/Trainer) ($25,800)
• Contractor (Logistics: e.g., interpretation, venue, audio/visual, food, etc.) ($3,500)
• Training Materials (design, translation of materials, supplies, printing, off-site printing) ($3,000)
• Learning and Supports ($8,400)

3. Community Advisory Council: $55,850
• Contractor (Facilitator/Trainer) ($39,000)
• Contractor (Logistics: e.g., interpretation, venue, audio/visual, food, etc.) ($10,550)
• Learning and Supports ($6,300)

Total projected costs for the Community Advisory Council is $103,000 (rounded up from $102,550).

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

The FY 17-18 Budget for the PCAC (previously known as Community Advisory Council) was $186,000. Due to the modified timeframe and competing priorities, PCAC costs will decrease for FY 18-19.

Initiative	Investment Category
Community Engagement and Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Parent Advocacy and Engagement	$105,000	$153,000	45.71%

Program Summary

The Community Relations Department is exploring an Advocacy Fellows Program designed to strengthen the advocacy and communications skills of Best Start parent and caregiver leaders with a deep understanding of early childhood well-being and policy and systems change. This advocacy capacity building program is an evolution of the work the Community Relations Department managed with the Best Start Transition Team (which sunset in August 2017) and will be coordinated with the Communities, Communications and Policy departments. The Advocacy Fellows Program will provide First 5 LA an opportunity to focus on its policy agenda and broaden coordinated advocacy efforts that inform early childhood policies across Los Angeles County. Participating parents and caregivers will serve as First 5 LA "ambassadors" that engage with elected officials from local municipalities, engage in local based advocacy to legislative district offices and make themselves available to media opportunities.

This program is aligned to the 2015-2020 Strategic Plan Communities Outcome Area Strategy 1 goals, which emphasize shared vision and collective action to address the policies, systems and environments that impact families with children prenatal through age 5. This program also complements the communications and policy and advocacy strategy work.

Spending Plan and Funding Methodology

Total projected cost during this exploratory phase and potential pilot is $153,000 (rounded from $152,800). These figures are based on the current Best Start community meeting operational costs for similar activities. Funds will be used to conduct meetings for a total of 35 attendees - including participants, consultants and Community Relations staff. Costs, pending approval and review, are anticipated for the latter part of the FY.

1. Advocacy Fellows Program
   - Contractors (Logistical Support, Facilitator, Trainers): $65,750
   - Meeting Logistics (venue, food, translation, audio/visual): $48,150
   - Meeting Materials (design, translation of materials, supplies, printing, off-site printing): $6,000
   - Learning Supports: $28,000
   - Closing event/Graduation: $4,900

Total Advocacy Fellows Program cost: $153,000 (rounded from $152,800)

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

Community Relations is exploring an expanded parent engagement program that advances parent and caregiver leaders to serve an intentional role with First 5 LA as advocates and messengers on early childhood education and well-being. With the sunset of the Transition Team in mid-2017, and an increase in LA County based advocacy to local elected officials and district offices, we are presented with an opportunity to provide additional advocacy training to parent leaders, beginning with the Best Start community members.

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 state and federal 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 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 lead teams of Policy Analysts 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 execute and manage 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, develops strong relationships with public policymakers at the state and federal levels on behalf of First 5 LA, and coordinates contracts with state and federal advocates to represent First 5 LA's interests in

Sacramento and Washington DC. The Government Affairs team is developing systems to monitor and promote policymaker relationship development, managing First 5 LA's annual legislative agenda, monitoring legislative activity, and highlighting opportunities for policy and program staff to engage with policymakers to advance First 5 LA's policy agenda. The Government Affairs team coordinates with other First 5 LA staff that work closely with government officials, and represents First 5 LA on various legislative committees.

- A Local Policy Specialist proactively monitors county-level activity and communicates opportunities for First 5 LA staff to engage locally to advance priority program, system, and policy goals. In addition, the specialist coordinates policy development to support the Community Relations work with municipalities in LA County.

- A Department Coordinator provides 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.

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		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	732,960	732,960	404,911	790,219	57,259
	Total Employee Benefits	196,807	196,807	122,006	202,120	5,313
	Total Personnel Services	**929,767**	**929,767**	**526,917**	**992,339**	**62,572**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	3,500	3,500	1,004	3,500	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	3,000	2,000	1,000	4,800	2,800
6240	Outside Printing & Publishing	1,500	1,500	1,088	5,000	3,500
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	3,600	3,600
6260	Office Supplies	3,000	2,500	-	3,000	500
6265	Subscriptions & Publications	1,500	2,000	3,090	10,500	8,500
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	12,500	12,500	8,765	15,000	2,500
	Total Operating Services	**25,000**	**24,000**	**14,947**	**45,400**	**21,400**
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**-**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	-	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**-**	**-**	**-**	**-**	**-**
Travel Expenses						
6610	Airfare	30,000	35,000	24,992	50,000	15,000
6620	Lodging	12,000	12,000	5,673	15,000	3,000
6640	Per Diem	6,500	7,800	5,930	11,000	3,200
6650	Other Travel Expense	-	700	3,885	5,000	4,300
	Total Travel Expenses	**48,500**	**55,500**	**40,480**	**81,000**	**25,500**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	18,400	18,400
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	17,800	11,800	600	9,000	(2,800)
6850	External Education/Training	-	-	-	9,000	9,000
	Total Professional Development	**17,800**	**11,800**	**600**	**36,400**	**24,600**
	Total OPERATING EXPENSES	**1,021,067**	**1,021,067**	**582,944**	**1,155,139**	**134,072**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Federal Policy and Sustainability Advocate	$130,000	$130,000	0.00%

Program Summary

The federal advocate supports First 5 LA priority policy and sustainability issues, aligned with First 5 LA's strategic plan, 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, which will continue through 2020. 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	2017 - 2018 Revised Budget	2018 - 2019 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 18-19 is based on $26,000 per month, which is the same rate utilized in FY 17-18. 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 via competitive procurement in November 2017, and will be renewable through 2022.

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

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

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Strategic Plan Advocacy Strategies	$1,750,000	$2,500,000	42.85%

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 18-19 budget includes costs related to the following activities:

(1) Strategic Plan Policy and Advocacy Campaigns ($1,600,000) - The Policy Department strategically contracts with key partners to advocate for First 5 LA's policy and systems change priorities; develop materials, briefings, polls, research, analyses, and other policy documents to help support advocacy efforts; and support initiatives, consultants, and advisers who can promote early childhood policy and funding priorities, including identifying and securing alternative revenues to support young children and their families. Existing contracts expected to be renewed in FY 18-19 include:

Children Now ($350,000) to provide state technical assistance and support related to home visiting and early care and education advocacy; California Strategies ($250,000) to coordinate and strengthen the State Early Care and Education Coalition (note: First 5 LA receives $100,000 per year from First 5 CA to help fund this contract); the Choose Children Campaign, a project of the Silicon Valley Community Foundation ($150,000) to conduct nonpartisan education and research efforts focused on ensuring the next Governor of California promotes early childhood. In addition to these contracts, an expiring contract we are currently working to expand for FY 18-19 is an agreement with the Advancement Project to coordinate LAUSD advocacy around ECE. The contract has historically been for $75,000 per year, and we are seeking to increase it to $150,000 to reflect their increased role in coordinating LAUSD advocacy with other partners.

In addition to these four contracts, staff expects to execute contracts with additional organizations to advance strategic plan priorities related to ECE, Family Support, Health Systems, and alternative revenue. In particular, with a fully staffed department leading the development of strategic, statewide advocacy campaigns, the Department plans to develop multiple policy and research briefs aligned with First 5 LA's policy and systems change agenda, execute contracts with new advocacy partners who are or have the potential to be critical voices on behalf of early childhood with the legislature and state agencies, and develop strong issue branding and messaging tools to help advance policy priorities in Sacramento and Washington DC. In addition, the Department plans 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 which will help identify new funding opportunities for young children.

The Department is planning to execute the following specific efforts with related cost estimates in FY 18-19: studies and policy white papers focused on critical issues like building comprehensive 0-3 infrastructure, gaps and issues related to IDEA Part B and C transitions and access, best practices regarding ECE reimbursement rates, and the importance of early intervention from leading experts and practitioners ($100,000); advocacy contracts with organizations like (examples only) Zero to Three and Western Center on Law and Poverty which provide critical leadership on issues overlapping with First 5 LA priorities related to poverty, equity, child welfare, and health, among others ($400,000); support for existing coalitions to incorporate an explicit focus on First 5 LA priorities, like the Children's Health Coverage Coalition, and coordination of new Coalitions, like a California Home Visiting Policy network ($100,000); developing policy-focused messaging around complex issues like early identification and intervention to make the issues more relevant to policymakers ($100,000).

Note that we expect these numbers to increase in future fiscal years and reflects only what the Department anticipates being able to spend given our contracting processes.

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

(2) First 5 Association Policy and Advocacy Support ($400,000) - 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, support of consultants to advance critical policy priorities, and support for the development of the First 5 network in California and partnerships with consultants and advisors to enhance the Association's policy work. Association-led policy work is expected to increase in FY 18-19 with a particular focus on three new areas of work: 1) the coordination of a statewide First 5 approach to implementation of Proposition 64 (the legalization of cannabis) both to advance critical public health priorities related to maternal/child health and to secure new revenues for early childhood services; 2) the coordination of First 5 policy priorities related to quality and workforce development in the ECE system; and, 3) the integration of state-level ECE and health/social services systems related to early identification and intervention.

(3) Staff Development, Technical Assistance, and Training ($200,000) - The Policy Department currently holds a contract with Masters Policy Consulting ($90,000) to provide technical assistance to staff and First 5 LA leadership regarding our evolution as a grantmaker and advocate focused on policy and systems change. This contract is renewable through 2020, and is expected to be renewed and fully spent in FY 18-19. The Policy Department is also developing other key guidelines for First 5 LA staff related to our role as a funder and advocate, and plans to engage other consultants to help advance this work. Examples of potential expertise needed include legal counsel to support effective compliance with state and federal lobbying disclosure requirements, trainings for staff on guardrails for advocacy activities, and support from consultants to help develop outcome measures and goals associated with policy and systems change. This budget would allow us to fully cover and potentially expand the Department's contract with Masters Policy Consulting and engage with additional consultants as needed. Based on early research, the cost of additional legal counsel could cost $36,000 per year, the cost of a single training from an organization like Alliance for Justice will cost at least $5,000, and the services of a TA consultant like Ersoylu Consulting cost $150/hour and would allow for at least 300 hours of TA support.

(4) Policymaker Education and Policy Events ($300,000) - 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 California Assembly Speaker Anthony Rendon.

As of March 2018, the Policy Department has sponsored 15 events for a total of $163,000, or an average of about $10,000 per event. Based on planned work, the Department will likely spend $250,000 by the end of the fiscal year.

In addition to continuing to fund similar events in FY 18-19, we anticipate using our funds to engage in more meetings and conferences related to early childhood where First 5s have previously not engaged, and to host our own events for policymakers, their staff, and other advocates. For example, in FY 16-17 we hosted a two-day facilitated event which brought together foster care and early childhood advocates to resolve policy differences which led to the successful budget ask for early education bridge funding for foster families. The event cost $10,000 including staffing, facilitation, and logistics. We're already in discussion to host similar events in FY 18-19, like cross-policy conversations focused on child care and after school programs and meetings to bring together First 5 and public health leaders. This budget would allow the Department to continue to host or support an additional 5 meetings in FY 18-19, assuming the average cost of $10,000 per event ($50,000).

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

The Policy Department has historically under-spent its allocation for strategic plan advocacy activities, largely as a result of focusing on lower cost but high value activities like relationship development and the development of First 5 LA's policy agenda, and prioritizing projects like the Early Care and Education Policy Advocacy Fund (ECE PAF), a $3 million annual initiative funded through the Early Care and Education Department but managed by the Policy Department. In FY 17-18, the Policy Department also focused on hiring and onboarding new staff in support of First

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

5 LA's organization realignment; by the end of FY 17-18, the Department anticipates being fully staffed. Finally, the Department focused on strategic planning and project development in FY 17-18. Many new contracts were developed during the fiscal year which will continue in FY 18-19 including a master agreement with the First 5 Association, the Choose Children Campaign, and the ECE Coalition project. Similar projects are currently in development and expected to be executed in FY 18-19, which will allow the department to execute agreements to spend resources more effectively and in alignment with the newly adopted policy agenda. We expect to continue to see this budget grow as we increase advocacy activities in areas related to early identification and intervention and family strengthening.

Strategic Partnerships

STRATEGIC PARTNERSHIPS

Authorized Positions

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

The Strategic Partnerships Department builds relationships and partnerships in the philanthropy, business, and higher education sectors to help First 5 LA "lead with partnership," and enable our policy and systems change strategies to make a greater impact for kids.

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. Critical partnerships are accomplished by initiating, developing, and sustaining strong and effective relationships with key stakeholders and people of influence 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 find ways to make the best use of dollars already being spent or 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 focuses on supporting internal learning, organization-wide teams, existing and emerging funder collaboratives, and cross-sector convenings, all with the explicit purpose of building advocates and leveraging resources in service to the policy and systems change goals noted in our 2015-2020 Strategic Plan.

Strategic Partnerhips Department include the following roles:

The Director of Strategic Partnerhips serves as the department leader with management and supervision of department staff. The Director strategically and proactively identifies organization wide partnershps to strengthen and further First 5 LA's Strategic Plan outcomes. The Director collaborates across the organization and with external partners to leverage resources, build alies, and promote First 5 LA's public policy agenda and systems change work.

The three Strategic Partnerships Manager roles serve as members 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 partnerhsips 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 three Strategic Partnerships Specialists are 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 provides direct support to the department and coordinates general administrative functions. The Administrative Assistant ensures that the Department complies with First 5 LA operational procedures. In addition this Administrative Assistant position provides equal support to the Community Relations 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.

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STRATEGIC PARTNERSHIPS

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	599,990	599,990	379,886	625,384	25,394
	Total Employee Benefits	208,551	208,551	159,975	196,176	(12,375)
	Total Personnel Services	**808,541**	**808,541**	**539,861**	**821,560**	**13,019**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	1,560	1,560	663	1,600	40
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	4,200	4,200	1,500	4,200	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,000	1,000	348	1,000	-
6265	Subscriptions & Publications	500	500	250	500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	3,800	3,800	2,251	3,000	(800)
	Total Operating Services	**11,060**	**11,060**	**5,012**	**10,300**	**(760)**
Consultant Services						
6410	Consultant Fees	7,200	6200	-	-	(6,200)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**7,200**	**6,200**	**-**	**-**	**(6,200)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	1,000	600	1,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**1,000**	**600**	**1,000**	**-**
Travel Expenses						
6610	Airfare	8,000	7,000	2,012	7,800	800
6620	Lodging	8,000	8,000	6,139	10,000	2,000
6640	Per Diem	3,000	3,000	1,714	2,500	(500)
6650	Other Travel Expense	-	2,000	209	2,000	-
	Total Travel Expenses	**19,000**	**20,000**	**10,074**	**22,300**	**2,300**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	20,400	20,400	10,884	12,000	(8,400)
6850	External Education/Training	-	-	-	10,200	10,200
	Total Professional Development	**20,400**	**20,400**	**10,884**	**22,200**	**1,800**
	Total OPERATING EXPENSES	**867,201**	**867,201**	**566,431**	**877,360**	**10,159**

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Funder Collaboratives	$450,000	$450,000	0.00%

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 and individuals of influence 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.

Additionally, 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."

Funds are included in FY 18-19 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities to advance our policy and systems change agenda 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 partnerships that First 5 LA would join or establish in the philanthropic, higher education and business sectors, which are the explicit focus of the 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 partnerships and 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%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
LA Funders Collaborative	$20,000	$20,000	0.00%

Program Summary

First 5 LA will continue to support and participate in the LA Funder Collaborative, as goals of the collaborative are aligned with First 5 LA's 2015-2020 Strategic Plan Communities Outcome Areas and Built Environments 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 the traditionally underserved people and communities through collaboration, investments, grantmaking and convening.

Spending Plan and Funding Methodology

In FY 17-18, $15,000 in support funds were budgeted, members increased the rate of support to $20,000 to support the increase in collaboration activities.

Funding level of $20,000 is consistent with the other 11 grant making members of the collaborative such as: the California Community Foundation, The California Endowment, Enterprise Foundation, Resources Legacy Fund, Liberty Hill Foundation, etc.. Funds are included in FY 18-19 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%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
LA-N-Sync	$25,000	$25,000	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. Specifically this year LA-N-Sync will support efforts in the Family Supports Outcome Area and Home visiting Strategy, as well as supporting systems change efforts with in the County of LA to support families accessing needed services. 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

In FY 17-18, $15,000 in support funds were budgeted, but was increased to $25,000 to be consistent with the new membership rate. Funding level of $25,000 is the rate of membership and equal to the support provided by other members such as the California Community Foundation, The California Endowment and the Weingart Foundation.

Funds are included in FY 18-19 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 17-18, $15,000 in support funds were budgeted, but was increased to $25,000 to be consistent with the new membership rate. Funding level of $25,000 is the rate of membership and equal to the support provided by other members such as the California Community Foundation, The California Endowment and the Weingart Foundation.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Los Angeles Area Chamber of Commerce	$40,000	$40,000	0.00%

Program Summary

First 5 LA will maintain its level of financial support in 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 engage with business, higher education and civic leaders, and to collaborate on policy and systems-change efforts.

Spending Plan and Funding Methodology

The budget includes $11,000 in funds for annual membership and board dues for First 5 LA Executive Director, $19,000 to support the Chamber's efforts to promote work-life balance policies and practices with a 0-5 lens, and $10,000 for event sponsorship.

In FY 18-19, First 5 LA will expand our leadership role in the Chamber and continue to elevate our early childhood agenda among the Chamber Board and policy committee members. As an active member of the Chamber, First 5 LA staff participate in and champion 0-5 issues at Chamber Board and policy committee meetings, advocacy events, and other member events, as well as engage individually with Chamber members who are interested in early education, health and workforce issues.

Funds are also included to provide sponsorship support to the Chamber for special events which present opportunities for First 5 LA to elevate and advance our Strategic Plan goals. Note: sponsorship for the Chamber's advocacy-related events are in included in the Policy Department budget.

First 5 LA will continue to support the Chamber's Employee Champion Award and dedicate resources to fund a consultant who will provide expertise and support to the Chamber to help plan and implement the Employee Champion Award in 2018. First 5 LA will collaborate with the consultant and Chamber to inform the award and related event.

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

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Los Angeles Partnership for Early Childhood Investment	$15,000	$25,000	66.66%

Program Summary

First 5 LA will continue to support and be an active leader and participant in the LA Partnership for Early Childhood Investment funder collaborative, as goals of The Partnership are closely aligned with First 5 LA's 2015-2020 Strategic Plan Priority Outcome Areas and Investment Strategies. This year The Partnership is supporting efforts in the Family Supports and ECE Outcome area, although collaborative efforts cut across the First 5 LA strategic plan. The Partnership, representing public, private and individual funders as well as businesses, works to maximize members' resources by investing in and promoting innovations that advance policy and systems change to benefit LA County children, age 0-5 and their families. Funds are included in FY 18-19 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

In FY 17-18, $15,000 in support funds were budgeted, this year the rate for several funder groups is increasing to $25,000 and is consistent with other collaborates, such as the LA Funders Collaborative. Other funders who support the LA Partnership for Early Childhood Investment include: The Louis L. Borick Foundation - $25,000, California Community Foundation $25,000, Atlas Family Foundation $35,000, Dwight Stuart Youth Fund - $25,000, The Deutsch Family Foundation - $50,000, The Packard Foundation - $25,000, as an example.

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

In FY 17-18, $15,000 in support funds were budgeted, this has been increased in FY 18-19 to $25,000 to be consistent with the new membership rate. Funding level of $25,000 is the rate of membership and equal to the support provided by other members such as the California Community Foundation, The Dwight Stuart Youth Fund and the Packard Foundation, for examples.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Southern California Grantmakers	$110,000	$85,000	-22.72%

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 of $50,000 is consistent with contributions made by other peer funding organizations.

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

The $25,000 funds for core operating support to CSPPP built into this project in FY 17-18 have been moved into the SCG/CSPPP project for FY 18-19.

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Southern California Grantmakers (SCG)/Center for Strategic Public Private Partnerships (CSPPP)	$0	$100,000	0.00%

Program Summary

Southern California Grantmakers supports First 5 LA by serving as the fiscal agent for 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, First5LA 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

An initiative of Southern California Grantmakers, the Center for Strategic Public-Private Partnerships (CSPPP or Center) is a collaboration between government and philanthropy that is located within the Los Angeles County Office of Child Protection. (SCG is the fiscal agent for CSPPP, although it resides under OCP within Los Angeles County government) CSPPP convenes government, nonprofits, business, and philanthropy to identify pressing needs and set priorities for systems change.

$25,000 per year (total of $50,000 over two years, FY 17-18 and FY 18-19) - core operating support

$25,000 in FY 18-19 – One Roof Leadership Initiative (ORLI)
ORLI is a model that provides housing for families involved in the child welfare system to ensure children and families stay together. The model is run by the Corp for Supportive Housing (CSH). CSPPP was awarded an in-kind grant from CSH which provides technical assistance to CSPPP to support them in bringing this model to Los Angeles. First 5 LA funding (a onetime contribution of $25K) will be matched by another funders and help fund the project facilitator. This initial phase will be nine months and include the convening of an interdepartmental team to explore and develop a plan on how best to collaborate with Los Angeles County Departments. In addition First 5 LA will participate on the ORLI advisory committee to inform the specific needs of families with young children up to age five.

$50,000 - Emerging Opportunities
For the purpose of funding public private partnerships whose contribution crosses the work of First 5 LA divisions and/or program outcome areas. These projects may involve issues that unexpectedly arise but potentially have an negative impact on our outcome area goals, or can inform our cross divisional work.

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

In FY 18-19 there was an increase due to FY 17-18 was a start up year for the Office of Child Protection (OCP) and the Center for Strategic Public Private Partnerships (CSPPP) and First 5 LA's partnership. There has been significant growth and activity in First 5 LA's collaboration with OCP and CSPPP, this collaboration is expected to increase in FY 18-19. Therefore funds have been budgeted for new projects and emerging opportunities, for a total of $75,000. The $25,000 funds for core operating support to CSPPP were in SCG for FY 17-18.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Grantmaking Memberships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Grantmaking Memberships	$42,000	$41,000	-2.38%

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:

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.

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 is $7,500.

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), National 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 and assumes First 5 LA will support up to four affinity groups, at this level. The annual membership fees for four Funder Affinity Groups is estimated at $6,000.

PEAK Grantmaking (formerly Grant Managers Network) - PEAK is an association of philanthropy professionals working to advance the knowledge, skills, and abilities of grants management professionals and lead grantmakers to adopt and incorporate effective practices that benefit the philanthropic community. The annual membership fee is $7,000.

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

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

Grantmakers in Health (GIH) - GIH is an educational organization dedicated to helping foundations and corporate giving programs improve the health of all people. The annual membership fee is $11,500.

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Partnership Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Consulting	$150,000	$100,000	-33.33%

Program Summary

In FY 18-19, staff anticipates a need for external expertise and capacity building support to inform the refinement and implementation of the department's business sector engagement strategy, specifically around the recruitment of key business executives as early childhood champions and the establishment of a local early childhood business council. Staff will also seek strategic support in the development and implementation of higher education and philanthropic partnerships.

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 (estimated between (550 to 700 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%)

The amount of $150,000 in FY17-18 was reduced to $100,000 in FY 18-19 due to information gathered to inform the strategies and required pace of building partnerships in the 3 sectors of Philanthropy, Business and Higher Education.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Partnership Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Convenings	$100,000	$60,000	-40.00%

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 First 5 LA staff and external partners.

In FY 18-19, staff anticipates funds will be used to support the launch and quarterly convening of a local early childhood business council.

Spending Plan and Funding Methodology

Based on the costs of other convenings, FY 18-19 funds will support 4 - 6 business council convenings ($10,000 estimated cost per convening) and 2 additional cross-sector convenings ($10,000 estimated cost per convening). Budget 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%)

The amount of $100,000 in FY 17-18 was reduced to $60,000 in FY 18-19 due to information gathered to inform the strategies and required pace of building partnerships in the 3 sectors of Philanthropy, Business and Higher Education.

ATTACHMENT E:

INTEGRATION & LEARNING DIVISION –

DETAIL BY PROGRAM AND OPERATING COSTS

INTEGRATION & LEARNING DIVISION SUMMARY FY 2018-19

		FY 2017-18	FY 2018-19				
		Revised Budget	Integration & Learning Division	Integration & Learning	Measurement, Learning & Evaluation	Proposed Budget	Variance from FY 2017-18
Personnel Services							
Salaries							
	Total Salaries	1,505,275	438,679	557,680	549,285	1,545,644	40,369
	Total Employee Benefits	387,161	93,419	137,499	155,668	386,586	(575)
	Total Personnel Services	1,892,436	532,098	695,179	704,953	1,932,230	39,794
Operating Services							
6205	ADP-Payroll	-	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-	-
6215	Utilities	-	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	2,650	550	950	1,000	2,500	(150)
6230	Telephone	-	-	-	-	-	-
6235	Cell Phone & Mobile Devices	600	-	-	600	600	-
6240	Outside Printing & Publishing	-	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-	-
6260	Office Supplies	4,900	3,000	700	1,200	4,900	-
6265	Subscriptions & Publications	3,000	1,000	500	1,500	3,000	-
6270	Capital Outlay	-	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-	-
6310	Internal Meetings	15,700	7,000	4,000	4,000	15,000	(700)
6315	Divisional Capacity Building	-	25,000	-	-	25,000	25,000
	Total Operating Services	26,850	36,550	6,150	8,300	51,000	24,150
Consultant Services							
6410	Consultant Fees	326,500	50,000	110,000	50,000	210,000	(116,500)
6420	Other Professional Fees	-	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-	-
	Total Consultant Services	326,500	50,000	110,000	50,000	210,000	(116,500)
Professional Services							
6510	Audit	-	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-	-
6540	Professional Dues	13,000	10,000	1,350	1,500	12,850	(150)
6550	Staff Recruitment	-	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-	-
	Total Professional Services	13,000	10,000	1,350	1,500	12,850	(150)
Travel Expenses							
6610	Airfare	16,800	6,800	7,000	4,500	18,300	1,500
6620	Lodging	19,000	11,000	14,000	9,000	34,000	15,000
6640	Per Diem	11,420	5,000	5,000	3,200	13,200	1,780
6650	Other Travel Expense	8,000	5,000	2,800	1,800	9,600	1,600
	Total Travel Expenses	55,220	27,800	28,800	18,500	75,100	19,880
Professional Development							
6810	Training Materials & Supplies	-	-	-	-	-	-
6820	Internal Training	-	-	-	1,000	1,000	1,000
6830	Leadership Programs	-	-	-	-	-	-
6840	Conference Registrations	47,500	16,300	10,100	14,300	40,700	(6,800)
6850	External Education/Training	10,000	5,200	8,400	7,200	20,800	10,800
	Total Professional Development	57,500	21,500	18,500	22,500	62,500	5,000
	Total OPERATING EXPENSES	2,371,506	677,948	859,979	805,753	2,343,680	(27,826)

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Integration & Learning Division Support

INTEGRATION & LEARNING DIVISION SUPPORT

Authorized Positions

Vice President, Integration & Learning	1
Manager, Knowledge Management	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 an intentional organizational learning culture that facilitates knowledge capture and sharing to support the implementation of the 2015-2020 Strategic Plan. The Integration & Learning Division is focused on building the internal learning and evaluation framework to inform strategy, decision-making and system changes and improve outcomes for families as exemplified in our goal statement:

> ***The Integration & Learning Division builds, shares and applies First 5 LA's collective knowledge to maximize our effectiveness and impact for children and families.***

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 that improve family and child outcomes
- Develop and implement a cross functional portfolio review of investments (i.e., initiatives, programs) to support robust due diligence and intentional integration at the front end of a project as it launches implementation
- 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 Division is responsible for carrying out the Impact Framework process which is aimed at capturing how First 5 LA will measure if it is making an impact for children in LA county. 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.

Each department within this division is led by a Director that reports to the Vice President of Integration & Learning.

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INTEGRATION & LEARNING DIVISION SUPPORT

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	419,811	419,811	269,389	438,679	18,868
	Total Employee Benefits	94,874	94,874	49,847	93,419	(1,455)
	Total Personnel Services	**514,685**	**514,685**	**319,236**	**532,098**	**17,413**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	750	750	71	550	(200)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	3,000	3,000	2,048	3,000	-
6265	Subscriptions & Publications	1,000	1,000	227	1,000	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	2,000	7,700	1,734	7,000	(700)
6315	Division Capacity Building	-	-	-	25,000	25,000
	Total Operating Services	**6,750**	**12,450**	**4,080**	**36,550**	**24,100**
Consultant Services						
6410	Consultant Fees	150000	125500	-	50,000	(75,500)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**150,000**	**125,500**	**-**	**50,000**	**(75,500)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	10,000	-	10,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**10,000**	**-**	**10,000**	**-**
Travel Expenses						
6610	Airfare	5,000	6,800	2,777	6,800	-
6620	Lodging	3,000	6,000	1,041	11,000	5,000
6640	Per Diem	3,000	4,000	2,178	5,000	1,000
6650	Other Travel Expense		4,000	1,887	5,000	1,000
	Total Travel Expenses	**11,000**	**20,800**	**7,883**	**27,800**	**7,000**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	17,500	7,500	5,551	16,300	8,800
6850	External Education/Training	-	10,000	-	5,200	(4,800)
	Total Professional Development	**17,500**	**17,500**	**5,551**	**21,500**	**4,000**
	Total OPERATING EXPENSES	**700,935**	**700,935**	**336,750**	**677,948**	**(22,987)**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Impact Framework	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Impact Framework		$112,000	0.00%

Program Summary

First 5 LA has identified the need to develop a tailored approach to measuring our impact that is grounded in the strategic plan outcome areas. Measuring systems change and policy change is complex and requires a tailored approach to understanding impact. First 5 LA is shifting from extensive evaluation of programs to examining systems change and policy change.

The Impact Framework is an organization-wide project. The program will include consultant support to carry out several tasks in Phase 1 including: research on promising practices for reporting systems level indicators, vetting proposed data sources, and providing facilitation and synthesis services when applicable. These are activities for the initial phase of the work when an impact framework with an accompanying measurement plan is being designed.

The second phase is linked to anticipated primary data collection. While we anticipate that several existing data sources will be leveraged for the measurement plan, it is prudent to assume that we may incur some costs related to new data collection and/or data preparation.

The third phase of the project includes developing a reporting plan and system. This phase will also require consultant support for designing a system and helping to build internal staff capacity to use the system, but these costs are included in the budgets for the Knowledge Management and IT.

Spending Plan and Funding Methodology

The cost estimates are based on several assumptions for FY 18-19, including similar historical expenditures in the organization and staff experience:

Phase 1 CONSULTANT SUPPORT ($42,000)

Phase 1 - Consultant cost estimates for FY 18-19 are based on a scope of work that contains 280 hours at the First 5 LA standard maximum hourly rate of $150. Tasks include: researching promising practices for reporting systems level indicators, vetting proposed data sources, providing facilitation and synthesis services for sessions with staff working on each of the outcome areas, and assistance with data visualization to share out the results of Phase 1. These are activities for the initial phase of the work when an impact framework with an accompanying measurement plan is being designed.

Phase 2 ANTICIPATED DATA COLLECTION COSTS ($70,000)

Phase 2 - Data collection costs are based on prior cost for data collection for a program evaluation in LA County conducted by a consultant for First 5 LA's Research and Evaluation department. The consultant rate is assumed to be a maximum of $150/hr, the First 5 LA standard maximum rate.

These costs estimates also assume that First 5 LA is leveraging existing data resources that include:
• Families Supports Department - Building Stronger Families Database; this is budgeted for by the Family Supports department
• Health Related Systems Department - Partnership with organizing entity has a central data collection platform that can be leverage for First 5 LA reporting. This is assumed to be budgeted for by the Health Related Systems department.
• ECE Department - Kindergarten Readiness Assessment (KRA) data collection for the DEI instrument. Data for reporting on the ECE strategy is assumed to be budgeted for by the ECE team.
• Communities Department - data collection related to carrying out the Best Start Learning Agenda is assumed to be budgeted partly by the Communities Department and partly by I &L Division (related to evaluation and research)

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

Initiative	Investment Category
Impact Framework	Integration & Learning

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Knowledge Management	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Knowledge Management		$178,000	0.00%

Program Summary

The Knowledge Management Strategy (KMS) is the planning, organizing and motivating of people, processes and systems in the organization to ensure that Knowledge Management is applied systematically and effectively to improve business results. This is an organization-wide effort.

KMS is being developed in FY 17-18 and is expected to be fully implemented by Dec 2019. The implementation of this strategy will include a KM system where First 5 LA knowledge will be hosted.

Spending Plan and Funding Methodology

These resources will be utilized to carry out the work needed to develop and implement the First 5 LA KM Strategy. Cost estimates include:

- CONSULTING SERVICES ($150,000)
The IT Consultant hourly rate is $200/hr. We have budgeted for 750 hours (~31 working days x 3 employees) for consultant support in developing the KMS. The 750 hours will be spread out over two projects, around 15 days on developing the KM system requirements and 15 days on system and data integration and a dashboard component for the Impact Framework project.

- TRAINING SESSIONS ($18,000)
The training consultant hourly rate is $150/hr, the standard maximum rate for consultants hired by First 5 LA. We have budgeted 120 hours for training sessions, 8 full-day training sessions for OWL and all staff on the KM processes and system spread out over the next fiscal year. The hours stated also include 7 days of follow-up training sessions.

- DISSEMINATION ($10,000)
A dissemination cost of $10,000 is budgeted based on historical data from other departments within the Division. Funds are also budgeted for the production of 2 short videos for KM.

KM system and implementation is budgeted under the IT department and will include the cost of implementing, maintenance and support for the new KM system.

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Integration & Learning - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Opportunities - Integration & Learning	$50,000	$100,000	100.00%

Program Summary

First 5 LA's strategic direction and role in Los Angeles County requires the organization to remain nimble enough to act on new developments, given the complexity of the systems and partnerships that influence our work. Flexible funding is identified to respond to emerging needs or unanticipated opportunities when identified to align with the organizational direction and strategic plan. These resources will allow First 5 LA to respond in a timely manner and seize time-critical opportunities as they arise. Funds will address issues that fall under the purview of the Integration & Learning Division.

Spending Plan and Funding Methodology

The funding is in support of projects or activities around data and learning that have not yet been identified. An example could include work to connect county data sources and/or assistance in the development of common indicators.

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

Due to the current landscape, additional resources are requested for FY 18-19 in anticipation of opportunities that will likely emerge in the following fiscal year.

Integration & Learning

INTEGRATION & LEARNING DEPARTMENT

Authorized Positions

Director	1
Managers	3
Specialists	2
Administrative Assistant	1
Total	**7**
Two Student Professional Workers (Temporary, Part-Time)	1422 hours

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. As an enabling department for the organization, the I&L team collaborates with other staff to promote a culture of learning and continuous improvement across the organization.

This includes co-developing learning agendas with key stakeholders, developing a technical assistance strategy to build internal capacity to engage in knowledge work, sharing lessons and insights internally and externally. The I&L team is responsible for staying abreast and knowledgeable of established and cutting-edge trends and innovations within the field of philanthropy, and early childhood and to share and adopt internally as appropriate. I&L will develop, implement and monitor processes that encourage active integration of work streams across First 5 LA. This includes integration of both programmatic work as well as business processes that help to improve organizational effectiveness.

The department is responsible for developing and implementing a cross functional portfolio review of investments (i.e., initiatives, programs, grants, contracts, partnerships) to support robust due diligence and intentional integration at the front end of a project as it launches implementation. Guidelines for initiating work will be developed and monitored by the department to ensure new work moves expeditiously through an efficient review and approval process, focusing on high-quality, timeliness and consistent due diligence.

This department also shepherds the sustainability/expiring initiatives process by providing analysis and rationale for ending or providing extension to First 5 LA's expiring legacy investments. The annual expiring initiative review and report process includes the gathering of relevant research, eliciting feedback from various departments, capturing and sharing lessons learned and modifying the established framework to inform the Board's decision making.

The I&L Department is responsible for developing a process for leadership across the organization to provide updates to the Board on First 5 LA's 2015-2020 Strategic Plan. This includes First 5 LA's overall performance and progress relative to the execution of the strategic plan. The I&L team will provide guidance and support for the successful execution of projects and initiatives that require cross departmental collaboration and effective organization-wide implementation.

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	503,101	503,101	275,665	557,680	54,579
	Total Employee Benefits	128,021	128,021	66,948	137,499	9,478
	Total Personnel Services	**631,122**	**631,122**	**342,613**	**695,179**	**64,057**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	900	900	196	950	50
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	700	700	194	700	-
6265	Subscriptions & Publications	500	500	-	500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	4,000	4,000	546	4,000	-
	Total Operating Services	**6,100**	**6,100**	**936**	**6,150**	**50**
Consultant Services						
6410	Consultant Fees	130,000	128,000	-	110,000	(18,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**130,000**	**128,000**	**-**	**110,000**	**(18,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,500	1,500	-	1,350	(150)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,500**	**1,500**	**-**	**1,350**	**(150)**
Travel Expenses						
6610	Airfare	5,500	5,500	1,210	7,000	1,500
6620	Lodging	7,000	7,000	1,480	14,000	7,000
6640	Per Diem	4,000	4,000	828	5,000	1,000
6650	Other Travel Expense	-	2,000	-	2,800	800
	Total Travel Expenses	**16,500**	**18,500**	**3,518**	**28,800**	**10,300**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	18,500	18,500	5,580	10,100	(8,400)
6850	External Education/Training	-	-	11,180	8,400	8,400
	Total Professional Development	**18,500**	**18,500**	**16,760**	**18,500**	**-**
	Total OPERATING EXPENSES	**803,722**	**803,722**	**363,827**	**859,979**	**56,257**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
External Partner Learning	$3,000	$7,000	133.33%

Program Summary

The External Partner Learning sessions will allow First 5 LA to establish a network of philanthropic and learning organizations that will come together three times a year to share promising practices and lessons learned with one another. These learning sessions will allow First 5 LA to perform intentional reflection and share them with external partners which is foundational to becoming a learning organization. Additionally, First 5 LA staff will participate in Left Coast Evaluation gatherings with other philanthropic and learning organizations in Northern California. Left Coast Evaluators is a community of practice for West Coast-based experts in measurement, learning and evaluation. Participants share case studies, trends and best practices with each other to increase mutual professional and organizational efficiency, accuracy and knowledge. Key takeaways from these sessions and gatherings will be shared internally with staff.

Spending Plan and Funding Methodology

FY 18-19 costs were estimated by using Best Start's historical expenditure data to host similar meetings.

Three (3) External Partner Learning Sessions ($3,000) - consisting of $1,000 for venue rental for a half-day venue rental, three times per year.

Learning Session provisions ($1,125) - consisting of $15 per person for approximately 25 people per session, three times per year.

Left Coast Evaluation gatherings ($2,500) - annual cost to participate in the evaluation gathering.

The total cost has been rounded up to $7,000.

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

Since staff associated with this project has been hired as of October 2017, they will be able to fully implement the External Partner Learning sessions in FY 18-19. This project is foundational to being a learning organization that shares and also obtains knowledge from other learning and/or philanthropic organizations.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Learning Advisory Committee	$5,000	$10,000	100.00%

Program Summary

The Learning Advisory Committee will allow First 5 LA to convene an advisory group, comprised of experts in the field of learning organizations. These biannual meetings will allow I&L 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 includes honorariums to five (5) members of the Learning Advisory Committee. Each honorarium will be $1,000 biannually, a figure consistent with the honorariums previously issued to Research Advisory Committee members by First 5 LA. These honorariums will be issued in support of the two Learning Advisory Committee meetings that are anticipated for FY 18-19.

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

Quarterly meetings with the Learning Advisory Committee were projected to begin in FY 17-18, however, due to timing issues, recruitment for members to participate in the committee is anticipated to begin toward the latter part of FY 17-18. The focus of FY 17-18 and FY 18-19 will be to fill all relevant vacancies and onboard staff. It is anticipated that a maximum of two Learning Advisory Committee meetings will take place in FY 18-19.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Organizational-wide Learning	$10,000	$18,000	80.00%

Program Summary

The Organizational-wide Learning Sessions provides First 5 LA staff with the time and space to actively engage, reflect and share lessons learned about their investments, business processes and collaboration with internal and external partners- a foundational practice to operating as a learning organization. The intent is for staff to incorporate lessons learned into their work so that they can become more effective, efficient and innovative.

Spending Plan and Funding Methodology

The cost is based on 3 events, consisting of $1,000 for a half-day venue rental, $1,000 for 3 honorariums, and $15 for food per person for 135 staff members. These costs are based on historical expenditures for Best Start Communities to host similar meetings, as well as historical data from the I&L Division. An additional $5,000 will assist with the development of materials to share organizational-wide learnings.

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

One staff member associated with this project was hired in October 2017 and an additional Organizational Learning Specialist has yet to be hired to carry out this body of work. Consequently, it is anticipated that only three of the six Organizational-wide Learning Sessions originally proposed in FY 17-18 will be successfully completed in FY 18-19.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Grantee Assessment	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Grantee Perception Report	$75,000	$75,000	0.00%

Program Summary

The Center for Effective Philanthropy, or similar partner, will administer the Grantee Perception Report with First 5 LA's grantees. The Grantee Perception Report will allow us to solicit critical feedback from partners through an online platform to promote ongoing improvement and increase 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. This cost is consistent with similar costs in prior years.

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Organization-wide Investment	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Investment Process	$32,000	$96,000	200.00%

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 of 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. These costs are consistent with cost from the prior year.

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

Staff associated with this project has not been hired yet and is expected to be onboard before the beginning of FY 18-19. Theses costs assume that this project will be fully implemented in FY 18-19.

Measurement, Learning & Evaluation

MEASUREMENT, LEARNING & EVALUATION

Authorized Positions

Director	1
Manager, Evaluation & Learning	2
Evaluation & Learning Analyst	3
Total	**6**

First 5 LA's Measurement, Learning and Evaluation (MLE) Department is responsible for supporting the organizations' efforts to generate and capture learning that contributes to our overall ability to improve outcomes for Children and Families in Los Angeles County. The MLE's emphasis on learning and sharing knowledge represents a fundamental shift from First 5 LA's traditional approach to research and evaluation because of its emphasis on learning as both a primary goal and an essential input to efforts aimed at achieving greater 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 our Administrative Division to learn and improve the work that we do and ultimately be in greater service to the children and families in Los Angeles County. As part of the Integration and 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 2015-2020 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. In addition, MLE and the I & L Division will join other First 5 LA divisions to partner with LA County, the State of California and other external entities to maximize our learning. The FY 18-19 programmatic

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budget reflects these areas of work and the proposed operating budget assumes the staffing and resources required to implement these projects and activities. In collaboration with the I & L Department, the MLE department is also responsible for co-developing learning agendas with key stakeholders, developing a technical assistance strategy to build internal capacity to engage in knowledge work, sharing lessons and insights internally and externally.

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		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	582,363	582,363	272,921	549,285	(33,078)
	Total Employee Benefits	164,266	164,266	89,735	155,668	(8,598)
	Total Personnel Services	**746,629**	**746,629**	**362,656**	**704,953**	**(41,676)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	1,000	1,000	700	1,000	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	600	600	-	600	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,200	1,200	44	1,200	-
6265	Subscriptions & Publications	1,500	1,500	-	1,500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	4,000	4,000	-	4,000	-
	Total Operating Services	**8,300**	**8,300**	**744**	**8,300**	**-**
Consultant Services						
6410	Consultant Fees	75,000	73000	-	50,000	(23,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**75,000**	**73,000**	**-**	**50,000**	**(23,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,500	1,500	600	1,500	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,500**	**1,500**	**600**	**1,500**	**-**
Travel Expenses						
6610	Airfare	4,500	4,500	2,935	4,500	-
6620	Lodging	6,000	6,000	1,668	9,000	3,000
6640	Per Diem	3,420	3,420	768	3,200	(220)
6650	Other Travel Expense		2,000	85	1,800	(200)
	Total Travel Expenses	**13,920**	**15,920**	**5,456**	**18,500**	**2,580**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	1,000	1,000
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	21,500	21,500	6,076	14,300	(7,200)
6850	External Education/Training	-	-	400	7,200	7,200
	Total Professional Development	**21,500**	**21,500**	**6,476**	**22,500**	**1,000**
	Total OPERATING EXPENSES	**866,849**	**866,849**	**375,932**	**805,753**	**(61,096)**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Data Analytics	$25,000	$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 broadly, and inform the prevention field.

The objective of this project is to implement activities such as convening 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 work will build upon efforts generated through the partnership effort with the Office of Child Protection and in support of the LA County Universal Home Visiting Board motion.

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

Resources will be utilized to 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. Similar to the above, the basis for these estimates is derived from comparable First 5 LA work.

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Data Consultant	$100,000	$90,000	-10.00%

Program Summary

The purpose of the Data Consultant item in the FY 18-19 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 18-19 funds will cover approximately 600 hours of consultant time at $150 per hour ($90,000). The hourly rates are based on market rates for consultation on data consent and data sharing agreement development.

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 433 hours of consultant time at $150 per hour ($65,000). The hour estimates are based on discussions with staff at the Children's Data Network and NetChemistry and the similar work they have completed.

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 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 Geographic Information Systems division to geocode large data files
3) Purchasing boundary files for our mapping software

Spending Plan and Funding Methodology

FY 18-19 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 Geographic Information Systems division averages $3,500. Costs are based on previous experience purchasing these types of data sets.

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 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 investments. One of the primary supports will be oriented to Home Visitation as 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 view and filter the data as needed to help them in ongoing program improvement. The reports generated from Tableau are critical for First 5 LA and their partners to monitor performance and identify areas where they can improve their recruitment and retention of families in the various programs.

Spending Plan and Funding Methodology

FY 18-19 funds will support costs for 100 Tableau Server users to view data pulled from the Stronger Families Database as well as other data sources. 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%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
First 5 LA Contracts and Grants Program Reporting Database	$140,000	$75,000	-46.42%

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 18-19 resources were estimated based on previous experience and will be used in the following primary area:

1) Training and technical support, data collection, data cleaning, data synthesis ($70,000). This cost was based on 466 hours of consultant support at $150 per hour. The consultant support will be used from mid-April to late November. The cost rate and number of hours are based on the experience implementing the State Annual Reporting process during the previous fiscal year. In addition, the cost rate and number of hours includes possible changes to the system as a result of new State Commission requirements.

2) Result product development ($5,000). The cost of this component is based on 50 hours of consultant support at $100 per hour to develop custom reports and knowledge products that can be shared with various stakeholders. The cost rate and hours were developed based on previous experience developing similar products.

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

The change from prior year is the result of using Survey Monkey which is a reduced cost on-line data survey tool, in lieu of a costlier alternative. In addition, the consultant will reduce efforts by using previous training materials and data collection tools.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Indicator Development	$165,000	$165,000	0.00%

Program Summary

This budget item will support ongoing development and refinement of the First 5 LA impact framework measurement plan and indicator development process 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 MLE 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, partnering with existing survey mechanisms. 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%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
WIC Data Mining Research Partnership	$600,000	$600,000	0.00%

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, 2017) 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 2017 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 roll over from FY 17-18 into FY 18-19. The FY 18-19 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 resources, and deliverables, rolling over into FY 18-19: $190,000
- Estimate of resources required for FY 18-19: $400,000 ($110,000 for data collection, $290,000 for data management, analysis, dissemination activities)
- Contingency: $10,000

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Partnership with Funders	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Children's Data Network (CDN)	$850,000	$850,000	0.00%

Program Summary

The Children's Data Network (CDN) 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. In addition, CDN has received grants from the Orange County Commission on Children and Families, the Arnold Foundation as well as the Robert Wood Johnson Foundation. 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 18-19 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 for FY 18-19 are based on average annual expenditures from the beginning of the contract in 2012. The work and goals of the CDN have remained constant over the past 5 years.

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 Connecting the Dots Reports support, special Ad-Hoc analysis, and communication support, etc.):
Other Costs = $140,000

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

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Cross Outcomes/Strategy Area	$0	$100,000	0.00%

Program Summary

As part of our continued partnership efforts with LA County, First 5 LA (F5LA) has supported the work of the Office of Child Protection to implement several key work groups that are part of the LA County Prevention Plan.

The primary goals of this work include:
1) Establish a set of county wide prevention measures for Child Welfare as well as develop a set of recommendations on evaluation. The measures will not only serve the purpose of helping LA County assess progress on prevention efforts, the measures will inform F5LA's development and implementation of the Impact Framework which will serve as a tool to assess the progress that F5LA is making in improving outcomes for children.
2) Expand and build support networks across LA County that serve families with young children and increase the types of prevention efforts that will reduce the demands on the child welfare system. This effort aligns with F5LA's Communities, Family Supports, and Early Care And Education outcome areas and strategies.
3) Continue to support the establishment of an LA County Universal Home Visiting System that aligns with the Family Supports outcome area and integrates existing Welcome Baby and Intensive Home Visiting programs.

Spending Plan and Funding Methodology

The FY 18-19 budget will include the following cost categories:
1) Consultant support for continued work partnering with the Office of Child Protection to implement the recommendations of several prevention plan work groups (i.e. Data work group, Network Planning Group, Home Visiting work group). Consultant time (600 hours) at $150 per hour. ($90,000)

2) Dissemination activities and convening - These costs will support the sharing of findings and external meetings to gather additional input from various stakeholder groups. $2000 per meetings for 5 gatherings. ($10,000)

The costs were determined based on experience implementing similar efforts by the MLE department.

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

The work with the Office of Child Protection was initiated in FY 17-18 and was identified in other areas of the FY 17 -18 MLE budget.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
ECE Outcome Area	$50,000	$50,000	0.00%

Program Summary

The purpose of this budget item is to support the implementation of the First 5 LA Impact framework for 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 learning agenda cost estimates are based on previous experience implementing other Learning Agendas. 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%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Health Systems Outcome Area	$50,000	$50,000	0.00%

Program Summary

The purpose of this budget item is to support the implementation of the First 5 LA Impact framework for 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 Health Systems Outcome Area, and focus 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%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Best Start Learning Agenda	$500,000	$800,000	60.00%

Program Summary

The Integration and Learning Division has been working with the Communities Department and key stakeholders to develop the Best Start Learning Agenda. The Best Start Learning Agenda focuses on the Best Start community partnerships and is framed by five learning questions that will guide First 5 LA's learning about the Best Start investment. Implementation of the Best Start Learning Agenda will begin in FY 18-19 and will involve data collection and analysis, stakeholder engagement and the development and dissemination of products and collateral material.

Spending Plan and Funding Methodology

The funds requested will be spent on the activities outlined above with the primary expense being support from a contractor with primary data collection efforts. Anticipated data collection efforts include surveys, interviews, focus groups, observations and document reviews. There are additional anticipated expenses associated with stakeholder engagement and reporting such as consultant support to develop and implement a sharing plan, a community engagement plan and a reporting plan.

The requested funding level represents approximately 5% of the programmatic budget. The cost estimates are based on previous experience implementing Best Start focused evaluation and data collection activities such as the Community Partnership Survey and the Development Evaluation Project.

The total cost will be broken down into two areas:

1) Data Collection and Analysis ($650,000) to answer learning questions about the new structure, partnership capacity and community change. This amount is based on an estimate of $130,000 per region, which includes 866 hours @ $150 per hour of consultant time for data collection, analysis and synthesis. This work will be done for each of the five regions identified by the communities Department (5 x $130,000 = $650,000).

2) Stakeholder Engagement and Dissemination ($150,000) to promote awareness, ongoing engagement and utilization of findings. This amount is based on an estimate of 1,000 hours (@150.00 per hour) of consultant time to support the development and implementation of a sharing plan, a community engagement plan and a reporting plan as well as stakeholder convenings and dissemination products.

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

The change from the prior year reflects the progress made in developing the Best Start Learning Agenda. Additional time was needed to engage communities and further develop the learning agenda in FY 17-18. It is anticipated that the development of the agenda will be completed in FY 18-19 at which point the procurement process to select a contractor will commence.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Obesity Prevention & Nutrition Collective Impact Evaluation	$750,000	$600,000	-20.00%

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 primarily focused on competing an impact study that will examine the effects of the investment at the County and community level.

Spending Plan and Funding Methodology

The requested funding level is based the following activities anticipated for next year (estimates are based on FY 17-18 costs; direct costs are accounted for in these estimates):
Costs also include the carry over of deliverables from FY 17-18 into FY 18-19.

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). This includes data obtained from Kaiser Permanente.

Analyzing Data (2 Major Reports): $300,000
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 2,000 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%)

The reduced costs reflects the elimination to two of the four planned studies for the Reducing Early Childhood Obesity Evaluation (RECO). The revised scope from the original plan was due to limited data availability and a change in priorities for First 5 LA.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Quality Rating and Improvement System Evaluation	$0	$300,000	0.00%

Program Summary

Evaluation of the Test Phase of Quality Start LA's new model (designed by the LA QRIS Architects). The evaluation will examine components of the countywide system to inform learning and improvements prior to QRIS expansion which is anticipated in July 2019. In addition, this evaluation will provide a critical source for the required evaluation reporting that First 5 California has outlined for the First 5 Impact investments.

Spending Plan and Funding Methodology

The funds will be spent on a 3rd party evaluation. The requested funding level represents approximately 5% of the programmatic cost expended over the later half of FY 18-19.

This first phase of a multi-phase evaluation of the comprehensive Quality Start LA will examine quality improvement efforts implemented during an early testing period. The results will be critical to inform the larger roll out of the initiative. In addition, the findings will be part of a larger reporting process required by First 5 California in its Quality Counts Impact investment.

The cost estimates are based on previous evaluation work conducted by First 5 LA such as the Professional Development Program Evaluation, the Universal Preschool Child Outcomes Study, as well as an evaluation funded by the Los Angeles Office of Education.

The evaluation will consist of components that will examine, implementation, systems development, collaboration, quality ratings, community engagement and provider engagement. The data collection activities will include, surveys, stakeholder interviews, focus groups, analysis of quality rating data, observations and document reviews. There will be an estimated 2,000 consultant hours at $150 per hour to support the first phase of the evaluation, for a total of $300,000.

The evaluation will be coordinated by First 5 LA but will be done in partnership with the Los Angeles Quality Rating Improvement System Architects.

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

First 5 LA did not fund an evaluation of the countywide QRIS last year.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Welcome Baby Impact Study	$1,446,000	$1,620,000	12.03%

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 18-19: 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. The majority of effort will be devoted to getting hospital IRB approvals and recruiting and enrolling study subjects.

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.

Cost estimates are based on previous years experience implementing the Welcome Baby Impact study and previous outcome studies.

- 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): $124,000

Expert Consultants: $160,000
The expert consultants travel 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 experts will also consult with staff via phone and email on an as needed basis. The funds will be used to compensate the experts for their time and to cover travel expenses. The funding level being requested is based on historical support and anticipated need. The consultant's Scope of Work (SOW) activities are expected to be similar in FY 18-19 to the SOW for FY 17-18, with only an increase in hours.

Budget Fiscal Year: 2018 - 2019	Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

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

ATTACHMENT F:

ADMINISTRATION DIVISION – DETAIL BY OPERATING COSTS

ADMINISTRATION DIVISION SUMMARY FY 2018-19

		FY 2017-18	FY 2018-19						
		Revised Budget	Administration	Contract Admin. & Purchasing	Facilities Management	Finance	Human Resources	Information Technology	Proposed Budget	Variance from FY 2017-18
Personnel Services										
Salaries										
	Total Salaries	2,811,079	465,240	798,459	-	746,777	739,537	517,457	3,267,470	456,391
	Total Employee Benefits	834,253	109,696	261,537	-	244,546	148,959	121,651	886,389	52,136
									-	-
	Total Personnel Services	**3,645,332**	**574,936**	**1,059,996**	**-**	**991,323**	**888,496**	**639,108**	**4,153,859**	**508,527**
Operating Services										
6205	ADP-Payroll	37,000	-	-	-	38,000	-	-	38,000	1,000
6210	Worker's Compensation Insurance	84,000	-	-	-	85,000	-	-	85,000	1,000
6215	Utilities	165,000	-	-	165,000	-	-	-	165,000	-
6220	Corporate Insurance	76,000	-	-	-	75,000	-	-	75,000	(1,000)
6225	Mileage, Parking and Other Transporation	2,350	750	1,000	-	400	300	700	3,150	800
6230	Telephone	70,750	-	-	-	-	-	67,000	67,000	(3,750)
6235	Cell Phone & Mobile Devices	17,650	600	-	-	1,200	600	14,700	17,100	(550)
6240	Outside Printing & Publishing	2,700	-	-	-	3,000	-	-	3,000	300
6245	Other Supplies	20,000	-	-	20,000	-	-	-	20,000	-
6250	Postage & Delivery	13,200	-	-	13,200	-	-	-	13,200	-
6255	Educational Supplies	1,050	-	1,500	-	-	-	-	1,500	450
6260	Office Supplies	56,200	2,500	3,500	30,000	2,000	4,500	12,000	54,500	(1,700)
6265	Subscriptions & Publications	2,500	-	1,500	-	-	850	-	2,350	(150)
6270	Capital Outlay	102,000	-	-	-	-	-	126,000	126,000	24,000
6275	Equipment-Rents & Leases	118,200	-	-	64,000	-	-	55,000	119,000	800
6280	Building Repair & Maintenance	180,000	-	-	192,000	-	-	-	192,000	12,000
6285	Equipment Repairs & Maintenance	22,000	-	-	20,000	-	-	2,000	22,000	-
6290	Offsite Storage	15,000	4,000	-	11,500	-	-	-	15,500	500
6295	Hardware & Software Maintenance	243,400	26,000	-	-	-	-	225,800	251,800	8,400
6300	Miscellaneous/Contingency	25,000	-	-	25,000	-	-	-	25,000	-
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-	-
6310	Internal Meetings	16,200	7,000	4,000	-	600	16,000	1,000	28,600	12,400
	Total Operating Services	**1,270,200**	**40,850**	**11,500**	**540,700**	**205,200**	**22,250**	**504,200**	**1,324,700**	**54,500**
Consultant Services										
6410	Consultant Fees	727,000	100,000	52,000	-	90,000	189,500	312,300	743,800	16,800
6420	Other Professional Fees	295,000	-	-	315,000	-	-	-	315,000	20,000
6430	External Reviewers	6,500	-	2,500	-	-	-	-	2,500	(4,000)
	Total Consultant Services	**1,028,500**	**100,000**	**54,500**	**315,000**	**90,000**	**189,500**	**312,300**	**1,061,300**	**32,800**
Professional Services										
6510	Audit	70,000	-	-	-	80,000	-	-	80,000	10,000
6520	Legal Fees	-	-	-	-	-	-	-	-	-
6540	Professional Dues	21,500	1,200	3,000	15,000	1,000	2,400	530	23,130	1,630
6550	Staff Recruitment	25,000	-	-	-	-	25,000	-	25,000	-
6560	Commissioners Stipends	-	-	-	-	-	-	-	-	-
6570	Web-Based Services	45,500	-	-	-	-	75,000	-	75,000	29,500
6580	Bank & Other Service Charges	12,000	-	-	-	12,000	-	-	12,000	-
	Total Professional Services	**174,000**	**1,200**	**3,000**	**15,000**	**93,000**	**102,400**	**530**	**215,130**	**41,130**
Travel Expenses										
6610	Airfare	10,300	2,500	4,000	-	2,500	2,500	600	12,100	1,800
6620	Lodging	14,850	3,000	9,000	-	3,500	4,000	1,200	20,700	5,850
6640	Per Diem	8,500	1,500	4,000	-	2,000	2,000	800	10,300	1,800
6650	Other Travel Expense	650	500	1,000	-	750	500	-	2,750	2,100
	Total Travel Expenses	**34,300**	**7,500**	**18,000**	**-**	**8,750**	**9,000**	**2,600**	**45,850**	**11,550**
Professional Development										
6810	Training Materials & Supplies	2,000	-	-	-	-	9,000	-	9,000	7,000
6820	Internal Training	65,000	-	-	-	-	60,000	-	60,000	(5,000)
6830	Leadership Programs	50,000	-	2,000	-	-	100,000	-	102,000	52,000
6840	Conference Registrations	47,700	5,000	12,000	-	5,000	8,000	8,200	38,200	(9,500)
6850	External Education/Training	29,000	-	7,500	-	-	67,500	-	75,000	46,000
	Total Professional Development	**193,700**	**5,000**	**21,500**	**-**	**5,000**	**244,500**	**8,200**	**284,200**	**90,500**
	Total OPERATING EXPENSES	**6,346,032**	**729,486**	**1,168,496**	**870,700**	**1,393,273**	**1,456,146**	**1,466,938**	**7,085,039**	**739,007**

DRAFT

Administration Division Support

ADMINISTRATION DIVISION SUPPORT

Authorized Positions

Senior Director, Administration	1
Manager, Records Retention	1
Manager, Operational Excellence	1
Administrative Assistant	1
Total	**4**

The Administration Division is responsible for managing the internal organization's administrative processes. The Administration Division provides the Commission with support in a way that is more integrated and enables the organization to do the work articulated in the Strategic Plan, as exemplified in our goal statement:

> ***Together we strive to achieve operational excellence with an integrated, customer focus.***

The Administration Division is comprised of four departments: Human Resources and Talent Management, Contracts Administration and Purchasing, Information Technology (IT), and Finance. In addition to the four departments, the division houses the Senior Director of Administration (SDA) and functions reporting directly to him, including Records Retention and Operational Excellence. The goal of each of the staff and functions within 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. Additionally, the SDA oversees building management functions, contracted out to a private facility management entity.

The Information Technology Department supports and maintains the organization's IT needs, including all computer, applications, telephonic and audio/visual supports.

Contracts Administration and Purchasing oversees and supports the organization's capacity to do its work, from the initial solicitation and procurement processes to contract management and close-out.

The Finance Department oversees and supports the organization's payroll, accounting, payment, auditing, budgeting, and financial planning and analysis needs.

Lastly, the Human Resources and Talent Management department oversees and supports employees in all aspects, from recruitment to onboarding, benefits administration, and professional development.

ADMINISTRATION DIVISION SUPPORT

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	424,610	424,610	373,216	465,240	40,630
	Total Employee Benefits	106,920	106,920	95,762	109,696	2,776
	Total Personnel Services	**531,530**	**531,530**	**468,978**	**574,936**	**43,406**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	-	-	-	750	750
6230	Telephone	750	750	52		(750)
6235	Cell Phone & Mobile Devices	600	600	600	600	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-		-		-
6250	Postage & Delivery	-		-		-
6255	Educational Supplies	250	250	-		(250)
6260	Office Supplies	2,000	2,000	2,000	2,500	500
6265	Subscriptions & Publications	-	-	-		-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	4,000	4,000
6295	Hardware & Software Maintenan	-	-	-	26,000	26,000
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	7,000	7,000	3,725	7,000	-
	Total Operating Services	**10,600**	**10,600**	**6,377**	**40,850**	**30,250**
Consultant Services						
6410	Consultant Fees	25,000	165,000	30,050	100,000	(65,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	2,500	2,500	-	(2,500)
	Total Consultant Services	**25,000**	**167,500**	**32,550**	**100,000**	**(67,500)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	1,000	550	1,200	200
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**1,000**	**550**	**1,200**	**200**
Travel Expenses						
6610	Airfare	2,500	2,500	500	2,500	-
6620	Lodging	2,400	2,400	1,100	3,000	600
6640	Per Diem	1,500	1,500	500	1,500	-
6650	Other Travel Expense	-	-	-	500	500
	Total Travel Expenses	**6,400**	**6,400**	**2,100**	**7,500**	**1,100**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	7,800	7,800	1,800	5,000	(2,800)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**7,800**	**7,800**	**1,800**	**5,000**	**(2,800)**
	Total OPERATING EXPENSES	**582,330**	**724,830**	**512,355**	**729,486**	**4,656**

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
Contract Compliance Officer (2-year term limited)	1
Administrative Assistant	1
Total	**10**

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 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 and managing department templates
- Maintaining records in the Enterprise Content Management (ECM) system.

Purchasing (to be developed)

- Identifying and implementing appropriate systems, processes and controls for purchasing
- Planning, organizing, directing, and managing purchasing activities

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	698,927	648,927	525,887	798,459	99,532
	Total Employee Benefits	227,380	227,380	223,923	261,537	34,157
	Total Personnel Services	**926,307**	**876,307**	**749,810**	**1,059,996**	**133,689**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	700	700	219	1,000	300
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	100	-			-
6255	Educational Supplies	-	800	280	1,500	700
6260	Office Supplies	5,000	4,200	2,196	3,500	(700)
6265	Subscriptions & Publications	-	2,000	1,679	1,500	(500)
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	2,000	3,100	4,193	4,000	900
	Total Operating Services	**7,800**	**10,800**	**8,567**	**11,500**	**700**
Consultant Services						
6410	Consultant Fees	40000	40,000	14,810	52,000	12,000
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	6,000	4,000	1,020	2,500	(1,500)
	Total Consultant Services	**46,000**	**44,000**	**15,830**	**54,500**	**10,500**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,000	2,000	1,542	3,000	1,000
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**2,000**	**2,000**	**1,542**	**3,000**	**1,000**
Travel Expenses						
6610	Airfare	3,000	3,000	505	4,000	1,000
6620	Lodging	7,000	5,950	2,595	9,000	3,050
6640	Per Diem	3,000	3,000	**1,064**	4,000	1,000
6650	Other Travel Expense	-	50	54	1,000	950
	Total Travel Expenses	**13,000**	**12,000**	**4,218**	**18,000**	**6,000**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	2,000	2,000
6840	Conference Registrations	19,800	13,800	4,722	12,000	(1,800)
6850	External Education/Training		4,000	900	7,500	3,500
	Total Professional Development	**19,800**	**17,800**	**5,622**	**21,500**	**3,700**
	Total OPERATING EXPENSES	**1,014,907**	**962,907**	**785,589**	**1,168,496**	**155,589**

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 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	-	-	-	-	-
	Total Employee Benefits	-	-	-	-	-
	Total Personnel Services	**-**	**-**	**-**	**-**	**-**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	165,000	165,000	154,226	165,000	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	-	-	-	-	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	20,000	20,000	19,000	20,000	-
6250	Postage & Delivery	13,200	13,200	13,200	13,200	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	29,000	29,000	33,367	30,000	1,000
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	118,200	118,200	24,510	64,000	(54,200)
6280	Building Repair & Maintenance	180,000	180,000	185,868	192,000	12,000
6285	Equipment Repairs & Maintenance	20,000	20,000	6,000	20,000	-
6290	Offsite Storage	10,000	10,000	10,925	11,500	1,500
6295	Hardware & Software Maintenance	-	-	1,199	-	-
6300	Miscellaneous/Contingency	25,000	25,000	5,004	25,000	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	-	-			-
	Total Operating Services	**580,400**	**580,400**	**453,299**	**540,700**	**(39,700)**
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	290,000	290,000	288,024	315,000	25,000
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**290,000**	**290,000**	**288,024**	**315,000**	**25,000**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	15,000	15,000	15,000	15,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**15,000**	**15,000**	**15,000**	**15,000**	**-**
Travel Expenses						
6610	Airfare	-	-	-	-	-
6620	Lodging	-	-	-	-	-
6640	Per Diem	-	-	-	-	-
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**-**	**-**	**-**	**-**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	-	-	-	-	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**-**	**-**	**-**	**-**	**-**
	Total OPERATING EXPENSES	**885,400**	**885,400**	**756,323**	**870,700**	**(14,700)**

Finance

FINANCE

Authorized Positions

Director	1
Manager, Finance Planning & Analysis	1
Manager, Accounting	1
Financial Planning & Analysis Analyst	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.

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		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	777,235	672,235	544,714	746,777	(30,458)
	Total Employee Benefits	238,861	238,861	221,291	244,546	5,685
	Total Personnel Services	**1,016,096**	**911,096**	**766,005**	**991,323**	**(24,773)**
Operating Services						
6205	ADP-Payroll	31,000	37,000	29,008	38,000	1,000
6210	Worker's Compensation Insurance	90,000	84,000	57,018	85,000	1,000
6215	Utilities	-	-		-	-
6220	Corporate Insurance	76,000	76,000	30,000	75,000	(1,000)
6225	Mileage, Parking and Other Transpor	400	400	400	400	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	1,200	1,200	850	1,200	-
6240	Outside Printing & Publishing	2,700	2,700	1,967	3,000	300
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	2,000	2,000	1,900	2,000	-
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	600	600	331	600	-
	Total Operating Services	**203,900**	**203,900**	**121,474**	**205,200**	**1,300**
Consultant Services						
6410	Consultant Fees	90,000	90,000	90,000	90,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**90,000**	**90,000**	**90,000**	**90,000**	**-**
Professional Services						
6510	Audit	70,000	70,000	70,000	80,000	10,000
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	1,000	1,000	1,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	12,000	12,000	11,920	12,000	-
	Total Professional Services	**83,000**	**83,000**	**82,920**	**93,000**	**10,000**
Travel Expenses						
6610	Airfare	2,800	2,800	2,000	2,500	(300)
6620	Lodging	3,000	3,000	1,900	3,500	500
6640	Per Diem	1,900	1,900	600	2,000	100
6650	Other Travel Expense	-	500	500	750	250
	Total Travel Expenses	**7,700**	**8,200**	**5,000**	**8,750**	**550**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	13,300	12,800	-	5,000	(7,800)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**13,300**	**12,800**	**-**	**5,000**	**(7,800)**
	Total OPERATING EXPENSES	**1,413,996**	**1,308,996**	**1,065,399**	**1,393,273**	**(20,723)**

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) 2,080 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 employee 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 employee 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 employee

- 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

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		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	709,865	709,865	520,544	739,537	29,672
	Total Employee Benefits	138,293	138,293	129,956	148,959	10,666
	Total Personnel Services	**848,158**	**848,158**	**650,500**	**888,496**	**40,338**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	500	250	49	300	50
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	600	850	1,000	600	(250)
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	6,000	4,000	2,039	4,500	500
6265	Subscriptions & Publications	3,000	500	(81)	850	350
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	2,000	4,500	5,178	16,000	11,500
	Total Operating Services	**12,100**	**10,100**	**8,185**	**22,250**	**12,150**
Consultant Services						
6410	Consultant Fees	185,000	175,000	5,700	189,500	14,500
6420	Other Professional Fees	10,000	5,000	-	-	(5,000)
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**195,000**	**180,000**	**5,700**	**189,500**	**9,500**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	2,500	3,102	2,400	(100)
6550	Staff Recruitment	25,000	25,000	39,482	25,000	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	81,500	45,500	22,688	75,000	29,500
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**106,500**	**73,000**	**65,272**	**102,400**	**29,400**
Travel Expenses						
6610	Airfare	1,000	1,000	633	2,500	1,500
6620	Lodging	2,000	2,000	1,845	4,000	2,000
6640	Per Diem	1,000	900	444	2,000	1,100
6650	Other Travel Expense		100	-	500	400
	Total Travel Expenses	**4,000**	**4,000**	**2,922**	**9,000**	**5,000**
Professional Development						
6810	Training Materials & Supplies	-	2,000	-	9,000	7,000
6820	Internal Training	-	65,000	-	60,000	(5,000)
6830	Leadership Programs	-	50,000	4,700	100,000	50,000
6840	Conference Registrations	145,500	5,500	6,648	8,000	2,500
6850	External Education/Training	-	25,000	-	67,500	42,500
	Total Professional Development	**145,500**	**147,500**	**11,348**	**244,500**	**97,000**
	Total OPERATING EXPENSES	**1,311,258**	**1,262,758**	**743,927**	**1,456,146**	**193,388**

Information Technology

INFORMATION TECHNOLOGY

Authorized Positions

Director	1
IT Project Manager	1
IT Business Applications Support	1
Network Administrator & Service Desk Support	1
IT Help Desk Administrative Support	1
Total	**5**

This department is responsible for supporting the organization's information technology needs, including telecommunications, audio-visual operations, software/hardware, information management systems, databases, and data collection, integration, and analysis.

New work will be identified with the completion of the IT Assessment and 5-year Strategic Plan in June 2018. Depending on the priorities, new applications, systems and augmented staff resourcing may need to be added.

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		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	355,442	355,442	411,176	517,457	162,015
	Total Employee Benefits	122,799	122,799	129,979	121,651	(1,148)
	Total Personnel Services	**478,241**	**478,241**	**541,155**	**639,108**	**160,867**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	1,000	1,000	-	700	(300)
6230	Telephone	70,000	70,000	67,384	67,000	(3,000)
6235	Cell Phone & Mobile Devices	15,000	15,000	2,350	14,700	(300)
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	15,000	15,000	7,570	12,000	(3,000)
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	145,000	102,000	61,512	126,000	24,000
6275	Equipment-Rents & Leases	-	-	-	55,000	55,000
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	2,000	2,000	2,963	2,000	-
6290	Offsite Storage	5,000	5,000	-	-	(5,000)
6295	Hardware & Software Maintenan	194,400	243,400	137,723	225,800	(17,600)
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	1,000	1,000		1,000	-
	Total Operating Services	**448,400**	**454,400**	**279,502**	**504,200**	**49,800**
Consultant Services						
6410	Consultant Fees	300,000	257,000	200,000	312,300	55,300
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**300,000**	**257,000**	**200,000**	**312,300**	**55,300**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	530	530
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	-	-	-	530	530
Travel Expenses						
6610	Airfare	1,000	1,000	-	600	(400)
6620	Lodging	1,500	1,500	-	1,200	(300)
6640	Per Diem	1,200	1,200	-	800	(400)
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**3,700**	**3,700**	**-**	**2,600**	**(1,100)**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	7,800	7,800	-	8,200	400
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**7,800**	**7,800**	**-**	**8,200**	**400**
	Total OPERATING EXPENSES	**1,238,141**	**1,201,141**	**1,020,657**	**1,466,938**	**265,797**

ATTACHMENT G:

EXECUTIVE –
DETAIL BY PROGRAM AND OPERATING COSTS

GOVERNANCE AND EXECUTIVE SUMMARY FY 2018-19

		FY 2017-18	FY 2018-19			
		Revised Budget	Board of Commissioners	Executive	Proposed Budget	Variance from FY 2017-18
Personnel Services						
Salaries						
	Total Salaries	814,221	-	993,795	993,795	179,574
	Total Employee Benefits	227,064	-	269,414	269,414	42,350
	Total Personnel Services	**1,041,285**	**-**	**1,263,209**	**1,263,209**	**221,924**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	7,800	3,800	2,000	5,800	(2,000)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	1,800	-	1,800	1,800	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	250	250	-	250	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	8,000	3,000	4,000	7,000	(1,000)
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	50,000	-	50,000	50,000	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	17,500	7,500	7,500	15,000	(2,500)
6315	Divisional Capacity Building	-	-	25,000	25,000	25,000
	Total Operating Services	**85,350**	**14,550**	**90,300**	**104,850**	**19,500**
Consultant Services						
6410	Consultant Fees	195,000	36,000	150,000	186,000	(9,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	195,000	36,000	150,000	186,000	(9,000)
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	250,000	-	175,000	175,000	(75,000)
6540	Professional Dues	73,000	-	75,000	75,000	2,000
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	34,000	30,000	-	30,000	(4,000)
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**357,000**	**30,000**	**250,000**	**280,000**	**(77,000)**
Travel Expenses						
6610	Airfare	6,600	2,000	4,000	6,000	(600)
6620	Lodging	4,900	2,000	3,000	5,000	100
6640	Per Diem	3,300	1,500	2,000	3,500	200
6650	Other Travel Expense	-	-	500	500	500
	Total Travel Expenses	**14,800**	**5,500**	**9,500**	**15,000**	**200**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	21,900	3,000	3,000	6,000	(15,900)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**21,900**	**3,000**	**3,000**	**6,000**	**(15,900)**
	Total OPERATING EXPENSES	**1,715,335**	**89,050**	**1,766,009**	**1,855,059**	**139,724**

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Board of Commissioners

BOARD OF COMMISSIONERS

Authorized Positions

Commissioners	9
Sheila James Kuehl, Los Angeles County Supervisor, Chair Judy Abdo, Vice Chair Jane Boeckmann Bobby D. Cagle, MSW Barbara Ferrer Yvette Martinez Jonathan E. Sherin, M.D., Ph.D. Romalis J. Taylor Marlene Zepeda, Ph.D.	
Ex-Officio Commissioners	4
Karla Pleitéz Howell, J.D. Wendy Smith Deanne Tilton Joseph Ybarra Jr., Ph.D.	
Alternate Commissioners	7
Linda Aragon Diane Iglesias Terry Ogawa Sylvia S. Swilley, M.D. Christopher Thompson, M.D. Victor Manalo, Ph.D. Keesha Woods	
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.

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BOARD OF COMMISSIONERS

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	-	-	-	-	-
	Total Employee Benefits	-	-	-	-	-
	Total Personnel Services	**-**	**-**	**-**	**-**	**-**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	3,800	3,800	1,553	3,800	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	250	250	-	250	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	3,000	3,000	1,823	3,000	-
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	10,000	10,000	3,485	7,500	(2,500)
	Total Operating Services	**17,050**	**17,050**	**6,861**	**14,550**	**(2,500)**
Consultant Services						
6410	Consultant Fees	50,000	25,000	25,000	36,000	11,000
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**50,000**	**25,000**	**25,000**	**36,000**	**11,000**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	-	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	34,000	34,000	17,700	30,000	(4,000)
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**34,000**	**34,000**	**17,700**	**30,000**	**(4,000)**
Travel Expenses						
6610	Airfare	1,900	1,900	-	2,000	100
6620	Lodging	1,900	1,900	-	2,000	100
6640	Per Diem	1,500	1,500	-	1,500	-
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**5,300**	**5,300**	**-**	**5,500**	**200**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	10,500	10,500	-	3,000	(7,500)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**10,500**	**10,500**	**-**	**3,000**	**(7,500)**
	Total OPERATING EXPENSES	**116,850**	**91,850**	**49,561**	**89,050**	**(2,800)**

Executive

EXECUTIVE

Authorized Positions

Executive Director	1
Executive Vice President	1
County Fellow	1
Board Relations Specialist	1
Executive Assistant to the ED	1
Executive Assistant to the EVP	1
Administrative Assistant	1
Project Manager *	1
Total	**8**

The Executive Department is responsible for the operations of First 5 LA. They oversee the strategic planning development, organizational goals, and decision-making associated with an agency consisting of one Executive Director, one Executive Vice President, three Vice Presidents, Program and Administration, 14 Department Directors, roughly 148 total employees and annual revenues of approximately $80 million.

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		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	864,221	814,221	727,790	993,795	129,574
	Total Employee Benefits	227,064	227,064	227,064	269,414	42,350
	Total Personnel Services	**1,091,285**	**1,041,285**	**954,854**	**1,263,209**	**171,924**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transporati	4,000	4,000	500	2,000	(2,000)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	1,800	1,800	1,800	1,800	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	5,000	5,000	2,500	4,000	(1,000)
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	50,000	50,000	-	50,000	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	7,500	7,500	7,500	7,500	-
6315	Division Capacity Building	-	-	-	25,000	25,000
	Total Operating Services	**68,300**	**68,300**	**12,300**	**90,300**	**22,000**
Consultant Services						
6410	Consultant Fees	120,000	170,000	85000	150,000	(20,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**120,000**	**170,000**	**85,000**	**150,000**	**(20,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	125,000	250,000	250,000	175,000	(75,000)
6540	Professional Dues	73,000	73,000	73,000	75,000	2,000
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**198,000**	**323,000**	**323,000**	**250,000**	**(73,000)**
Travel Expenses						
6610	Airfare	4,700	4,700	2,445	4,000	(700)
6620	Lodging	3,000	3,000	-	3,000	-
6640	Per Diem	1,800	1,800	888	2,000	200
6650	Other Travel Expense	-	-	177	500	500
	Total Travel Expenses	**9,500**	**9,500**	**3,510**	**9,500**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	11,400	11,400	800	3,000	(8,400)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**11,400**	**11,400**	**800**	**3,000**	**(8,400)**
	Total OPERATING EXPENSES	**1,498,485**	**1,623,485**	**1,379,464**	**1,766,009**	**92,524**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
County Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
County Partnership Fund	$50,000	$50,000	0.00%

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 18-19.

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

Agenda Item: 07
Date: May 10, 2018

FIRST 5 LA

SUBJECT:
The Funder Perspective: What Does It Take to Do Systems Change?

BACKGROUND:
First 5 LA's vision is one where throughout Los Angeles County, all children are born heathy and raised in safe, loving and nurturing environments so that they can grow in mind, body, and spirit; are eager to learn; and are strengthened with opportunities to reach their full potential and thrive. In order to advance that vision for all children, the Board directed a focus on systems change, which requires that we work in partnership with others. Through the adoption of the 2015-2020 Strategic Plan, First 5 LA pivoted from primarily funding direct services to focusing on changing systems and policies to better serve young children and their families. Since making this shift in our approach to impact, First 5 LA continues to learn about what it takes to do systems change work.

At the April Special Commission/Program and Planning Committee meeting, Commissioners engaged in a session entitled, "Policy and Systems Change: Learning from the Field." The purpose of this discussion was to discuss findings from a recent evaluation of several systems change efforts and explore how this work can inform our own efforts at First 5 LA. The presentation and discussion at the Special Commission/Program and Planning Committee was rich and engaging, with our guest speaker and commissioners alike drawing relevant connections from the evaluation to First 5 LA. Attached here is the executive summary of the report shared with Commissioners: When Collective Impact Has an Impact: A Cross-Site Study of 25 Collective Impact Initiatives. http://orsimpact.com/DirectoryAttachments/2282018_95442_249_CI_Study_Executive_Summary_February_2018.pdf

As discussed at the April Special Commission/Program and Planning Committee meeting, systems change work is hard, complex and a long-term proposition. The good news is we are not alone in this transformation strategy and approach. And, as a learning organization, we have an opportunity, indeed responsibility, to learn from and lead with other funders focusing on strengthening families and improving child outcomes through a systems change approach

DISCUSSION:
The purpose of *The Funder Perspective: What Does It Take to Do Systems Change?* discussion is to hear firsthand from other funders how they are undertaking their own systems change efforts. We believe that taking the time to learn from and possibly adapt practical insights from other funders is an important component of being an effective organization.

As we heard at the April 2018 Special Commission/Program & Planning Committee, First 5 LA continues to deepen its understanding of some critical characteristics of systems change work. At the same time, we are shaping our unique approach to systems change by aligning the work to who we are as an organization. We believe that for First 5 LA, systems change work is:

- *Grounded in partnership*- we cannot and should not do this work alone
- *A long term proposition*- it will take time and patience to see shifts in systems and policies
- *An iterative, not a predictable linear process*- we have to be simultaneously disciplined and opportunistic to seize opportunities that further our progress
- *Complex to measure*- systems are adaptive, they have porous boundaries, and measurement systems must remain relevant over time. The focus on contribution as opposed to attribution and the aim to capture both direct and indirect effects means that we must consider multiple reinforcing measurement strategies to capture *if*, *how* and w*hy* systems are changing.

We recognize that we are one of many grantmakers who are working on policy and systems change. As we continue to work in this new way, we learn from other partners by observing their own efforts to change systems. There are many powerful insights that are shaping how we define what it means to be successful in changing policies and systems to benefits kids. The invited panelists represent a set of organizations that work across several content areas and use different approaches to contribute to social change. Strategies include deep grass roots community mobilization efforts, policy advocacy strategies and policy implementation strategies. While their missions are different, they are all grappling with the complexity of effectively contributing to policy and systems change amid complex contexts.

To focus our discussion, panelists will reflect on the following topics as appropriate to their experience:

- Systems change as a strategy: How does your foundation define "systems change? What motivated your foundation's focus on/pivot to systems change as a strategy? What is the focus of your foundation's systems change efforts – single organization/sector, communities, multiple organizations/purposes?
- Investment approach: What types of investments does your foundation make to advance its systems change work? How does your foundation see its role versus the role of government in its systems change work?
- Partnership: How do you work in partnership with others? Who do you see as the primary target for your partnership efforts (government/system "owners," other funders, community orgs, etc.) and why? What lessons have you drawn from that approach and experience?
- Long-term proposition, "early" changes: What are examples of early systems changes you see/expect to see to inform your progress? How long has your foundation been engaged in this work?
- Measurement: How does your foundation measure where progress is/is not being made? How do you report that learning? Use learning to inform refinements to your strategies?

First 5 LA has invited three leading grantmakers working to influence systems through their work: Dr. Peter Long, President & CEO, Blue Shield of California Foundation; Dr. Meera Mani, Director, Children, Families, and Communities (CFC) Program, The David and Lucile Packard Foundation; and Shane Goldsmith, President & CEO, The Liberty Hill Foundation. For additional background on each panelist, see attached biographies.

Panelists will each speak to their experience as systems change-focused funders. Then, VP of Integration & Learning (I&L), Dr. Daniela Pineda, will facilitate a conversation with the panelists before opening the discussion up for Commissioners and for public comment.

NEXT STEPS:

After the discussion at the May 2018 Board of Commissioners Meeting, First 5 LA staff will continue to work both internally and externally to sharpen our approach to advancing systems change and to monitoring and measuring our progress.

Staff continues to make progress on our Impact Framework by facilitating cross-organizational conversations to define our desired outcomes and our contribution to change. Externally, and while partnering with others, we will also continue to look for opportunities to draw lessons and insights from the field. At the July 2018 Board of Commissioners Meeting, we will share concrete examples of how we are developing elements of the Impact Framework and how we have applied our experience and insights to articulate our intended impact, track our progress, and inform our strategies.

Peter Long, Ph.D.
President and CEO, Blue Shield of California Foundation

Peter Long, Ph.D., is the president and CEO of Blue Shield of California Foundation. He leads the Foundation in its mission to build lasting solutions to end domestic violence and make California the healthiest state, especially for our most vulnerable neighbors.

Prior to joining Blue Shield of California Foundation, Dr. Long served in leadership roles at the Henry J. Kaiser Family Foundation and The California Endowment. He has extensive experience working on health policy issues at the state and national levels and has written numerous papers on the topic.

Dr. Long also served as the director of development and programs for the Indian Health Center of Santa Clara Valley in San Jose, before assuming his position there as executive director. Previously, in Cape Town, South Africa, Dr. Long was a legislative analyst for the National Progressive Primary Health Care Network during the country's transition to democracy.

Outside of his role as CEO, Dr. Long is actively involved in multiple healthcare and professional organizations, serving on the Board of Directors for Grantmakers in Health and Grantmakers for Effective Organizations, and the Governance Board at the Institute for Clinical and Economic Review. He was chair of the National Academy of Medicine's Workshop on High-need Patients and is a member of the National Academy of Medicine's Leadership Consortium for Value & Science-Driven Health Care. In addition, Dr. Long practices as an adjunct professor at the University of California, Los Angeles Fielding School of Public Health.

Dr. Long received a bachelor of arts degree from Harvard University; a master's in health sciences from The Johns Hopkins University School of Hygiene and Public Health; and his doctorate in health services from the University of California, Los Angeles. He currently lives in Orange County with his wife and three children.

Meera Mani,
Director of the Children, Families, and Communities (CFC) Program, the David and Lucile Packard Foundation

Meera Mani is director of the Children, Families, and Communities (CFC) Program. She joined the Foundation in February 2009 as program officer, and in 2010 assumed responsibility for leading the preschool, after-school and summer enrichment subprogram in CFC. Prior to joining the Foundation, Meera served as research director for Preschool California, where she monitored and advised national and state research and evaluation efforts, provided expertise and strategic support to ensure effective policy development, field operations, communications and messaging. Before working for Preschool California, Meera served as the president of The Clayton Foundation in Denver, Colorado. Under her direction, the foundation focused on operating high-quality programs for children from birth to five-years-old and on providing education and professional development opportunities for the early childhood education workforce. Her leadership was also instrumental in developing initiatives, organizations and government programs focused on building a comprehensive system of high-quality early care and education in Colorado. Between 1999-2001, Meera led and managed the day-to-day operations of Educare Colorado, now known as Qualistar Early Learning, a statewide initiative dedicated to improving children's early learning experiences through the implementation of a quality rating and improvement system. Additionally, Dr. Mani served on various task forces, committees and collaborative projects including the Mayor's Early Childhood Education Commission. Meera has a master's degree in child development from M.S. University in India and a doctor of education in Educational Leadership and Administration from Boston University.

Shane Murphy Goldsmith
President and CEO, Liberty Hill Foundation

Shane Murphy Goldsmith is the President and CEO of Liberty Hill Foundation, one of the nation's most admired social change foundations. Ms. Goldsmith served previously as Liberty Hill's Vice President and Chief Program Officer. She was responsible for the day-to-day oversight of Liberty Hill's programs including our training, grantmaking and campaigns as well as Liberty Hill's operations and finance departments.

Shane currently sits on the Los Angeles Board of Police Commissioners, and she is the co-chair of the California Executive Alliance for Boys and Men of Color SoCal Region. Shane is a Durfee Foundation Stanton Fellow focusing on youth justice issues, particularly on ending youth incarceration as we know it in Los Angeles. She is a member of the Southern California Grantmakers Board of Directors and sits on both the Advisory Committee for the Black Equity Initiative of the JIB Fund, and the board of People Assisting the Homeless (PATH). Shane won the 2014 Congressional Hunger Center Alumni Leadership Award for leadership in programs or policies that promote social justice, reduce poverty and oppression and improve food security.

Prior to joining Liberty Hill, Shane was the Executive Director of PATH Ventures, an affordable housing development agency. She also served as a senior advisor to then-City Council President Eric Garcetti, overseeing housing, economic development, the city budget, public safety and LGBTQ issues. Shane has also worked as a community organizer focusing on economic justice in low income communities of color in LA.

A graduate of Kenyon College, Ms. Goldsmith spent a year as a National Hunger Fellow managing a homeless shelter in Indiana and then conducting federal policy research on welfare reform in Washington, D.C. Shane has a Master's degree in Public Policy and Administration.

Shane lives in Los Angeles with her wife Monica Granados and their two children.

The Funders Perspective: What Does it Take to Do Systems Change?

Dr. Daniela Pineda, VP of Integration and Learning (Moderator)
Dr. Peter Long, President & CEO, Blue Shield of California Foundation
Dr. Meera Mani, Director, Children, Families, and Communities (CFC) Program, The David and Lucile Packard Foundation
Shane Goldsmith, President & CEO, The Liberty Hill Foundation

first 5 la
Giving kids the best start

May 10, 2018

Discussion Objectives

- Learn about other funders' efforts to make a lasting impact through policy and systems change work
- Discuss how these lessons can be applied to our work at First 5 LA to benefit young children

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Session Outline

- Context
- Panelist Introductions
- Facilitated Discussion
- Open Q & A

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Facilitated Discussion

Measurement

- How does your foundation measure where progress is/is not being made? How do you use learnings to inform refinements to your strategies?

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Early Changes

- What are examples of early systems changes you see/expect to see to inform your progress? How long has your foundation been doing this work?

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Next Steps

- First 5 LA staff continues to develop the First 5 LA Impact Framework
- July Board Retreat discussion regarding the First 5 LA Impact Framework

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THANK YOU!